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ABSTRACT

This report describes economic development programs operated by California Community Colleges during fiscal year 1998-1999. Report highlights include: (1) 60 of 107 community colleges (48 of 72 districts) operated an economic development program; (2) eight economic development programs engaged primarily in delivering training and technical assistance to employers, serving 26,612 employers, 19,386 students, and 46,981 incumbent workers; (3) three economic development programs primarily engaged in creating economic development capacity within the community college system, providing 73,991 hours of training and technical assistance; (4) two economic development programs engaged in delivering service to employers and building capacity within the community college system, providing 6,990 employers with technical assistance and 11,245 students and incumbent workers with training; (5) five programs were directed primarily toward the management, administration, and coordination of the community college's economic development network, providing 139 employers with regional coordination and assistance and forming 176 strategic partnerships; and (6) all economic development programs combined created a total of 8,448 jobs, $195.9 million of wage and salary income, and a benefit-cost ratio of 9.6. (Contains various figures and tables.) (JA)

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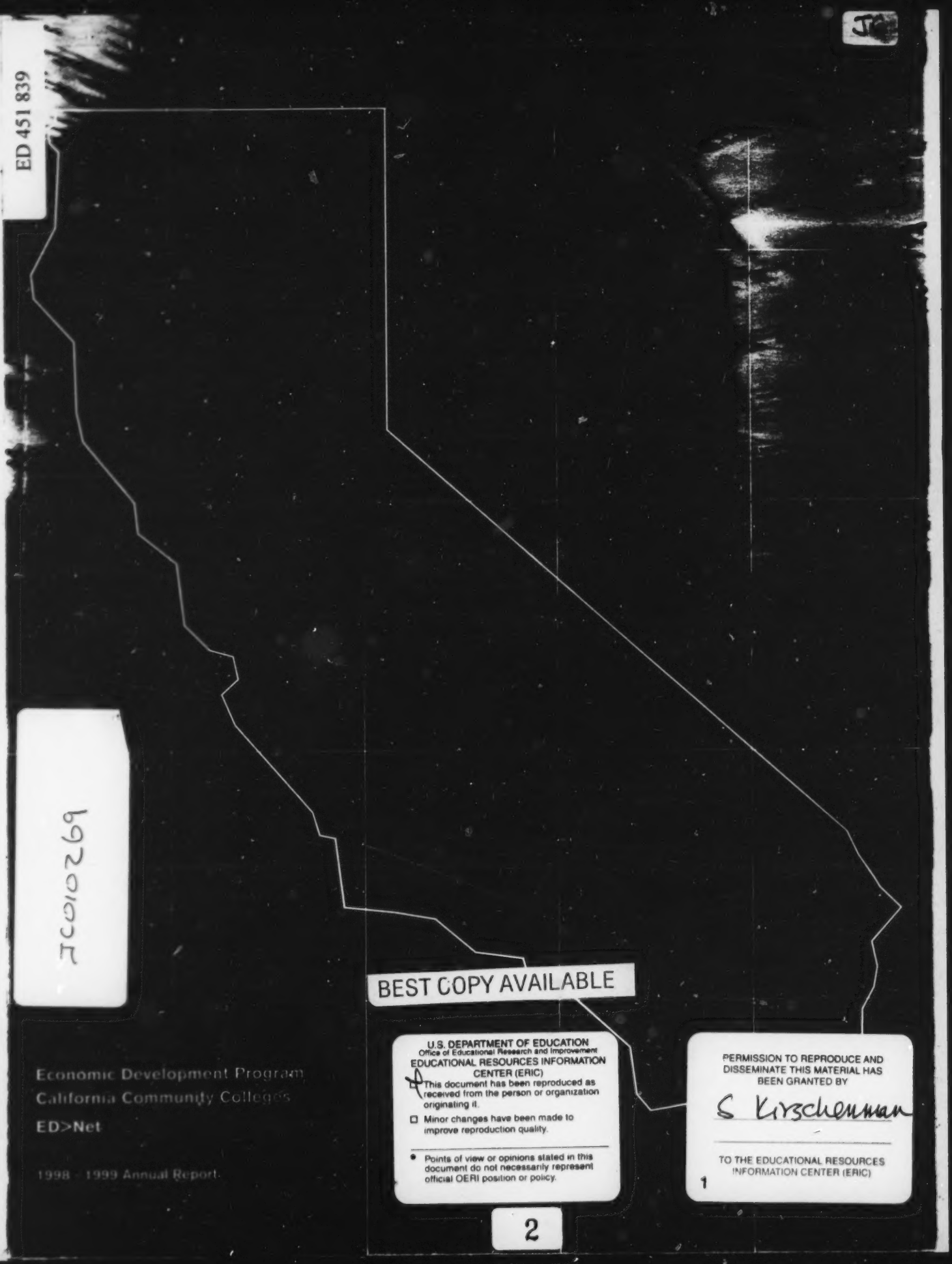

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Economic Development Program
California Community Colleges
ED>Net

1998 - 1999 Annual Report

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During FY 1998-1999, 60 of 107 Community Colleges (48 of 72 Districts) operated an Economic Development program.

Eight economic development programs primarily engaged in delivering training and technical assistance to employers. These programs served

- 26,612 employers
- 19, 386 students
- 46,981 incumbent workers

Three economic development programs primarily engaged in creating economic development capacity within the community college system. These programs provided

- 73,991 hours of training and technical assistance
- 2,485 faculty with in-service training
- 261 strategic partnerships

Two economic development programs engaged in both delivering service to employers and building capacity within the community college system. These programs provided

- 6,990 employers with technical assistance
- 11,245 students and incumbent workers with training
- 579 faculty with in-service training
- 179 strategic partnerships

Five programs were primarily directed toward the management, administration and coordination of the community college's economic development network. These programs provided

- 5,146 hours of in-service training and technical assistance
- 176 strategic partnerships
- 139 employers with regional coordination and assistance

The combined impacts associated with all economic development programs were

- 8,448 jobs created — 4,465 direct jobs and 3,983 indirect jobs
- $195.9 million of wage and salary income created — $114.8 million direct and $81.1 indirect
- A benefit-cost ratio of 9.6
- An annual fiscal return on community college economic development program spending of nineteen to thirty-five percent

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The purpose of California Community Colleges' economic development program is to advance the state's economic growth by providing job-related education and services to businesses and organizations. These programs increase the stock of human capital (knowledge, skills) in California's labor market participants. This human capital, in turn, helps make state employers globally competitive by increasing productivity, reducing costs and allowing the efficient production of knowledge intensive products and services.

ED>Net, or the Economic Development Network, represents the categorical funded component of the Community College Economic Development Program. Funds for the program are administered by the Chancellor's Office, California Community Colleges. Different ED>Net programs have different results depending on their maturity and stage of development. When a new initiative is established, it will initially go through a stage of developing curriculum and training faculty and staff. During this period the initiative is building capacity within the Community College system.

Next will come a stage during which some Community Colleges begin offering the new initiative's services to California companies while, at the same time, capacity building is continuing at other community colleges. During this period the initiative is both building capacity within the community college system and delivering service to companies.

The initiative's final stage occurs when there are no further changes in its mission or purpose, training of faculty and staff at all community colleges interested in participating is completed, and the initiative's total effort is directed toward service delivery.

Stages of maturation also influence the way an initiative should be viewed. During its capacity building stage, an initiative should be assessed on the time and costs required to develop curricula, train staff, identify community colleges wanting to participate, identify industry's specification of its service delivery requirements, and other similar actions. During its service delivery stage, it should be judged against some concept of optimum resource utilization. During the stage when an initiative is operating in both the capacity building and service delivery stages, it is appropriate to capture both concepts.

Additionally, some ED>Net programs engage in neither capacity building nor service delivery. They manage, administer and coordinate the community college based economic development network. These activities are overhead to the entire system.

This year's Annual Report is organized as follows. Chapter 1 presents information for programs primarily involved in service delivery, Chapter 2 for capacity building programs, Chapter 3 for programs engaged in both service delivery and capacity building, and Chapter 4 for programs that manage, administer and coordinate community college based economic development. Chapter 5 presents the estimated direct and total (direct plus indirect) employment impacts associated with ED>Net programs. Chapter 6 presents their estimated direct and total wage and salary impacts. Chapter 7 presents the estimated direct and gross profit impacts. Chapter 8 uses these impact estimates to calculate the benefits and costs of ED>Net programs. Chapter 9 calculates ED>Net's fiscal return on investment (ROI). Chapter 10 reports on the performance of Contract Education programs, and Chapter 11 presents budgetary information on all Community College economic development programs funded through the Chancellor's Office.

Finally, local examples of economic development programs are presented intermittently throughout the Annual Report in order to add some real-life experience to an otherwise dry statistical presentation.

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1.1: Regional Workforce Preparation & Economic Development

Regional Workforce Preparation & Economic Development Act is a new program authorized for the first time during the second half of fiscal year (FY) 1997-98. Initiated by state government, RWPEDA is designed to provide workforce development services to California's workers and employers through cooperative planning among Community Colleges, the Department of Education, the Health and Human Services Agency and the Trade and Commerce Agency.

The program operated at six community college locations during FY 1998-99 and delivered service to sixteen employers. The majority of which employed between 50 and 249 workers. Most were government agencies or organizations, with the balance distributed among manufacturing, services and wholesale trade.

The program formed 112 strategic partnerships during FY 1998-99, mostly in the form of economic development consortia.

The average Regional Workforce and Economic Development Act Center gave 291 hours of service to 38 participants during FY 1998-99.

Figure 1-1: Size of Business/Employer (number of employees)
Size Distribution of Employers Served by the Regional Workforce Preparation & Economic Development Program
(Source: Chancellor's Office Administrative Database)

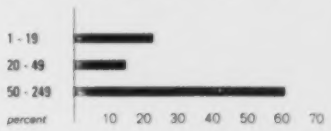

Figure 1-2: Types of Partnerships
Distribution of Strategic Partnerships Formed by the Regional Workforce Preparation Program
(Source: Chancellor's Office Administrative Database)

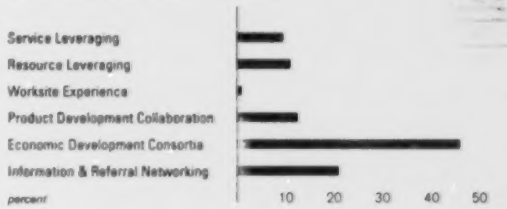

Table 1-1:
Performance Indicators: Regional Workforce Preparation Economic Development Act

	Participants per Center	Hours per Center
Training		
Workshops	35	266
Training Program	3	25

(Source: Chancellor's Office Administrative Database)

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1.2: Workplace Learning Resource Centers

Workplace Learning Resource Centers conduct workplace assessments and provide workforce skills and basic education services to small and medium size companies in California. The program operated at twelve community college sites during FY 1998-99 and served a total of 941 employers, mostly in the service, manufacturing, or government sectors.

The Workplace Learning Resource Centers served a total of 3,446 students and 7,521 employees during FY 1998-99. Two thirds of persons served were non-white and/or female.

The Workplace Learning Resource Centers entered into 230 strategic partnerships during FY 1998-99.

The average Workplace Learning Resource Center gave 56,754 hours of technical assistance and training to 1,607 participants during FY 1998-99.

Table 1-2:
Performance Indicators: Workforce Learning Resource Centers

	Participants per Center	Hours per Center
Technical Assistance		
Organization Assessments	250	399
Learning Laboratories	42	326
Training		
Workshops	320	15,821
Alternative Courses	274	2,054
Regular Courses	198	5,086
Training Program	523	33,069

(Source: Chancellor's Office Administrative Database)

Figure 1-3: Size of Business/Employer (number of employees)
Size Distribution of Employers Served by the Workplace Learning Resource Centers
(Source: Chancellor's Office Administrative Database)

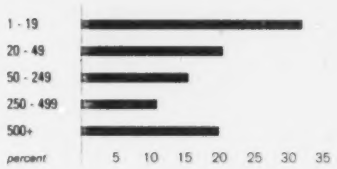


Figure 1-4: Industry of Business/Employer
Industry Distribution of Employers Served by the Workplace Learning Resource Centers
(Source: Chancellor's Office Administrative Database)

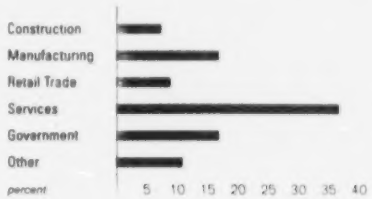
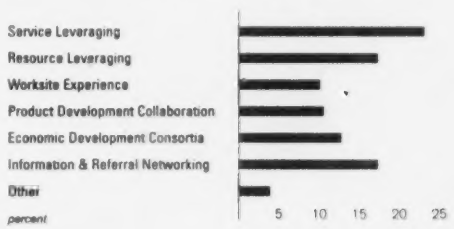


Figure 1-5: Type of Partnership
Distribution of Strategic Partnerships Formed by Workplace Learning Resource Centers
(Source: Chancellor's Office Administrative Database)



Small Business Development Centers

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1.3: Small Business Development Centers

Small Business Development Centers provide free one-on-one counseling, workshops, seminars, and training programs for small and medium size businesses in California. The SBDCs also provide information and referral services and technical assistance tailored to the specific needs of small business.

All of the SBDCs received funding support from the Small Business Administration, U.S. Department of Commerce. Eighteen received funding from both the Chancellor's Office, California Community Colleges and SBA. This report only addresses the eighteen centers that were funded by the Chancellor's Office.

During FY 1998-99, twenty-nine SBDCs operated in California, of which eighteen were funded (in part) by the Chancellor's Office and were located at community colleges. The eighteen ED>Net SBDCs served a total of 12,109 employers, of which thirty-three percent were start-up companies. Ninety-seven percent of the employers had fewer than twenty workers. Forty-two percent were minority owned. Most were in the service, retail trade and manufacturing sectors.

SBDCs served a total of 9,966 employees during FY 1998-99. About half were minority males.

SBDCs engaged in 148 strategic partnerships during FY 1998-99.

The average Small Business Development Center gave 5,840 hours of technical assistance and training to 1,589 participants.

Figure 1-6: Industry of Business/Employer
Industry Distribution of Employers Served by Small Business Development Centers
(Source: Chancellor's Office Administrative Database)

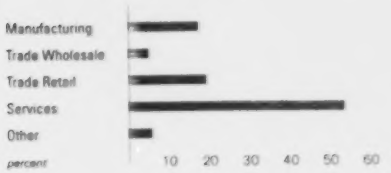

Figure 1-7: Type of Partnership
Distribution of Strategic Partnerships Formed by Small Business Development Centers
(Source: Chancellor's Office Administrative Database)

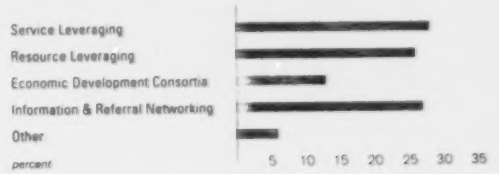

Table 1-3:
Performance Indicators: Small Business Development Centers

	Participants per Center	Hours per Center
Technical Assistance		
One-on-One/New	395	1,034
One-on-One/Ongoing	264	1,934
Training		
Workshops	889	2,667
Training Program	33	166
Train the Trainer	9	39

(Source: Chancellor's Office Administrative Database)

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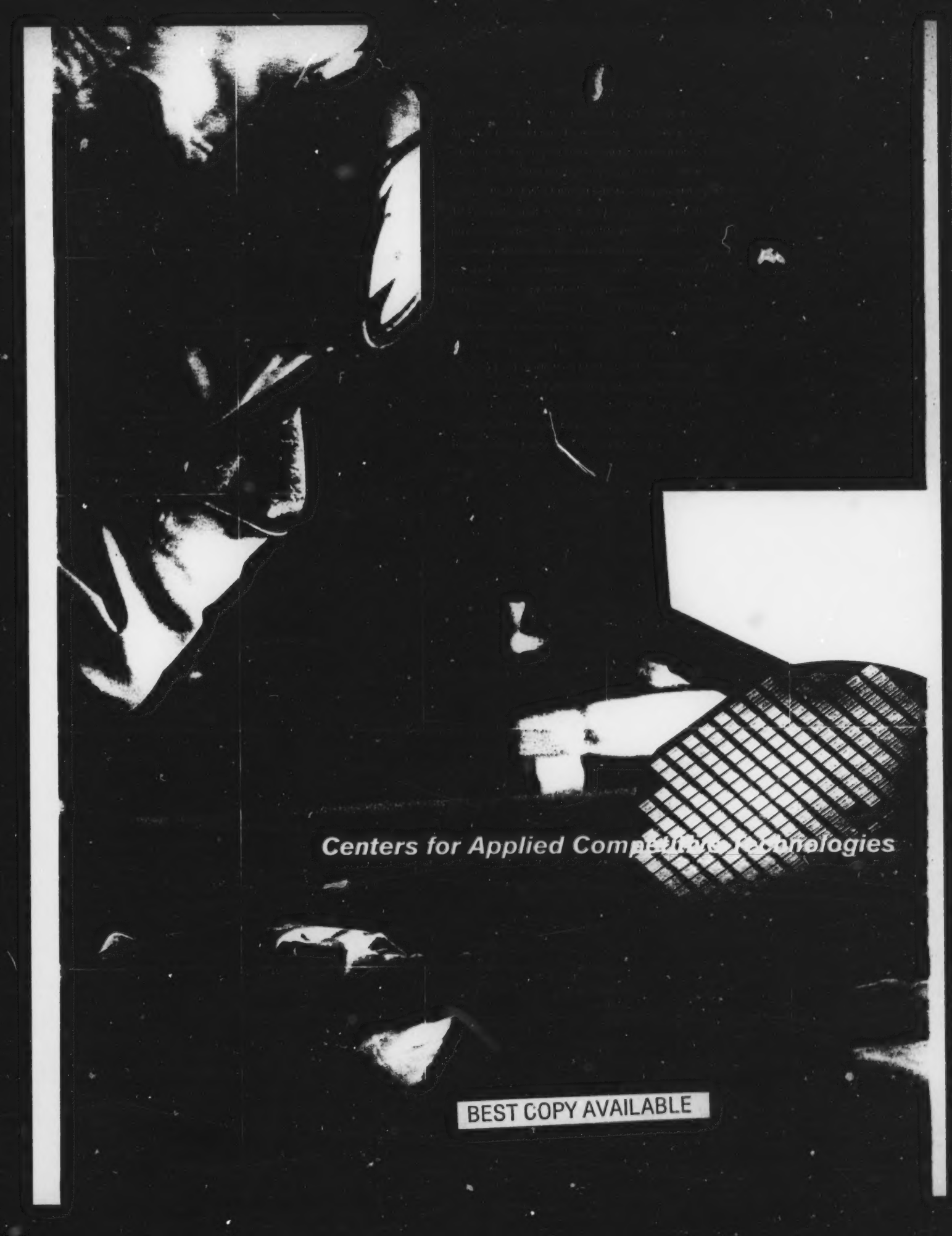

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1.4: Centers for Applied Competitive Technologies

Centers for Applied Competitive Technologies provide training and technical assistance related to computer-integrated manufacturing and process technology to small and medium size companies in California.

The program operated at fourteen community college locations during FY 1998-99 and provided training and technical assistance to 4,125 employers. The large majority were manufacturing companies employing fewer than 250 workers.

The average Center for Applied Competitive Technology gave 21,047 hours of technical assistance and training to 1,916 participants during FY 1998-99.

Table 1-4:
Performance Indicators: Centers for Applied Competitive Technologies

	Participants per Center	Hours per Center
Technical Assistance		
Demonstrations	110	161
Technical Assistance	162	2,077
Information Services	778	4,021
Assessments	154	557
Training		
Workshops	302	1,953
Train the Trainer	20	344
Contract Training	390	11,177

(Source: Chancellor's Office Administrative Database)

Figure 1-8: Size of Business/Employer (number of employees)
Size Distribution of Employers Served by Centers for Applied Competitive Technologies
(Source: Chancellor's Office Administrative Database)

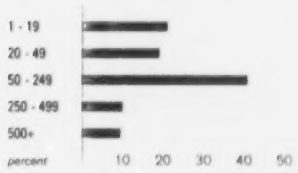


Figure 1-9: Industry of Business/Employer
Industry Distribution of Employers Served by Centers for Applied Competitive Technologies
(Source: Chancellor's Office Administrative Database)

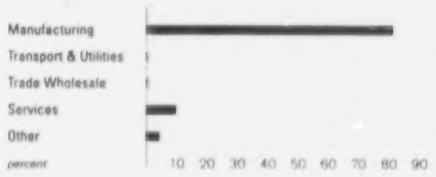
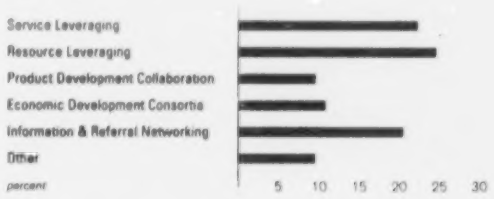


Figure 1-10: Types of Partnerships
Distribution of Strategic Partnerships Formed by Centers for Applied Competitive Technologies
(Source: Chancellor's Office Administrative Database)



Centers for International Trade Development

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1.5: Centers for International Trade Development

Centers for International Trade Development provide training and technical assistance to small and medium size companies in California that are engaged in international trade or are considering entering into international trade.

The program operated at fourteen community college locations during FY 1998-99 and provided training and technical assistance to 2,797 employers. About two-thirds employed fewer than 20 workers. A third were minority owned.

Start-up companies targeting international markets, existing California companies trying to get in to international trade for the first time and California companies wanting to expand their existing international markets were served by the Centers for International Trade Development during FY 1998-99. Most were concentrated in the manufacturing, wholesale trade, agriculture and service sectors. About half were either female or minority owned.

The Center for International Trade Development formed 230 strategic partnerships during FY 1998-99. Forty-five percent were in the private sector.

The average Center for International Trade gave 2,065 hours of technical assistance and training to 1,812 participants during FY 1998-99.

Table 1-5:
Centers for International Trade Development

	Participants per Center	Hours per Center
Technical Assistance		
One-on-One/New Clients	134	262
One-on-One/Ongoing Clients	90	397
Information Services	1,300	
Training		
Workshops	252	869
Training Program	32	525
Train the Trainer	3	13

(Source: Chancellor's Office Administrative Database)

Figure 1-11: Size of Business/Employer (number of employees)
Size Distribution of Employers Served by Centers for International Trade Development
(Source: Chancellor's Office Administrative Database)

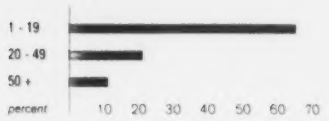


Figure 1-12: Industry of Employer
Industry Distribution of Employers Served by Centers for International Trade Development
(Source: Chancellor's Office Administrative Database)

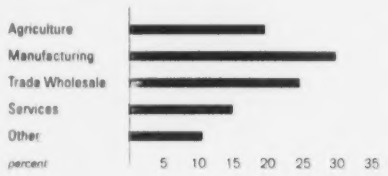


Figure 1-13: Type of Business/Employer
Types of Employers Served by Centers for International Trade Development
(Source: Chancellor's Office Administrative Database)

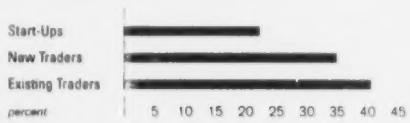
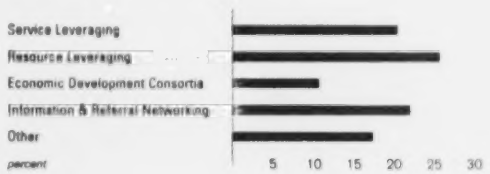


Figure 1-14: Type of Partnership
Types of Partnerships Formed by Centers for International Trade Development
(Source: Chancellor's Office Administrative Database)



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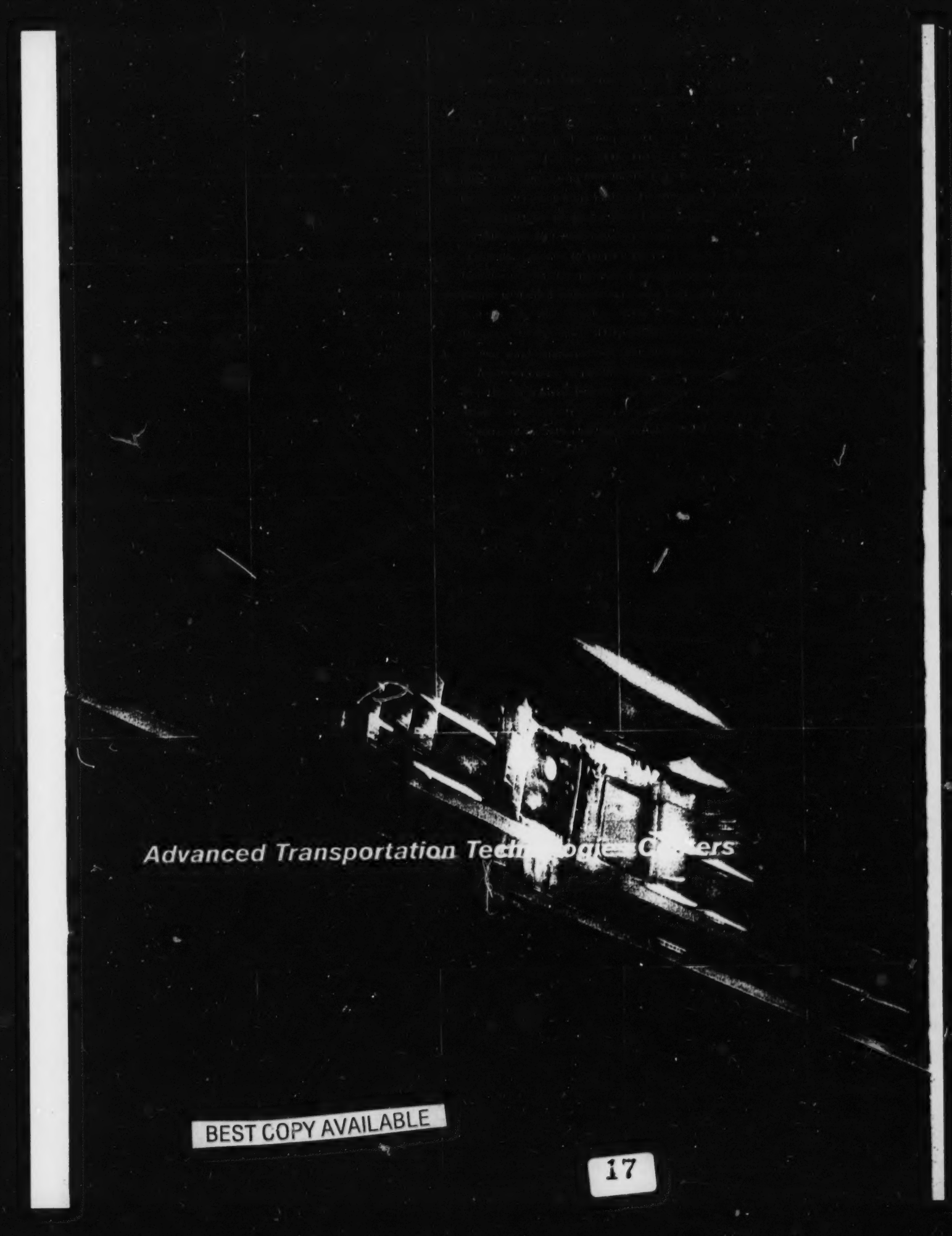

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1.6: Advanced Transportation Technologies Centers

The Advanced Transportation Technologies Centers provide training in workplace skills and technical assistance related to the servicing, conversion, repair and maintenance of high technology transportation systems.

The centers operated at fourteen community college locations during FY 1998-99 and provided training and technical assistance to 910 employers. Approximately half had fewer than 20 employees.

Most of the employers served by the Advanced Transportation Technologies Centers during FY 1998-99 were in the transportation, utilities, retail trade and service sectors. The centers served 236 students and 4,313 employees during FY 1998-99. Fifty-six percent of students and ninety-four percent of employees were minorities. It formed 131 strategic partnerships, of which fifty-three percent were in the private sector.

The average Advanced Transportation Technologies Center gave 4,862 hours of technical assistance and training to 809 participants during FY 1998-99.

Figure 1-15: Size of Business/Employer (number of employees)
Size Distribution of Employers Served by Advanced Transportation Technologies Program
(Source: Chancellor's Office Administrative Database)

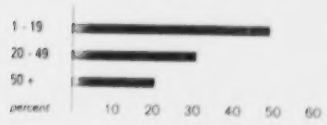

Figure 1-16: Industry of Employer
Industry Distribution of Employers Served by Advanced Transportation Technologies Program
(Source: Chancellor's Office Administrative Database)

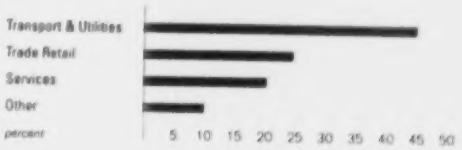

Figure 1-17: Type of Partnership
Distribution of Strategic Partnerships Formed by Advanced Transportation Technologies Program
(Source: Chancellor's Office Administrative Database)

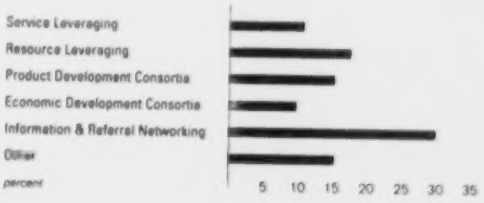

Table 1-6:
Performance Indicators: Centers for Advanced Transportation Technology

	Participants per Center	Hours per Center
Technical Assistance		
Demonstrations	557	2,640
Technical Assistance	64	232
Training		
Workshops	98	666
Train the Trainer	9	36
Regular Courses	36	735
Training Program	27	485
Contract Training	10	85

(Source: Chancellor's Office Administrative Database)

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1.7: Industry Driven Regional Education & Training Collaboratives

Industry Driven Regional Education & Training Collaboratives provide Community College educational services to a single industrial cluster of small and medium size businesses concentrated in a single geographic region.

The program operated at fifty-four community college locations during FY 1998-99 and provided training and technical assistance to 4,521 employers. Over half had fewer than 20 workers. Approximately three-quarters were in the manufacturing and service sectors.

Industry Driven Regional Education & Training Collaboratives provided training services to 11,818 students and 7,384 incumbent employees during FY 1998-99. Forty-one percent of students and thirty-eight percent of incumbent employees were female. Fifty-seven percent of the students and forty-nine percent of the incumbent employees were minorities.

The Collaboratives formed 576 strategic partnerships in FY 1998-99.

The average Industry Driven Regional Collaborative gave 4,169 hours of training to 270 participants during FY 1998-99.

Figure 1-18: Size of Business/Employer (number of employees)
Size Distribution of Businesses/Employers Served
by Industry Driven Regional Education & Training Collaboratives
(Source: Chancellor's Office Administrative Database)

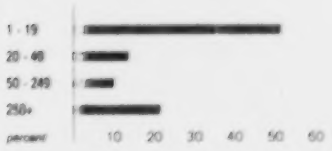


Figure 1-19: Industry of Employer
Industry Distribution of Businesses/Employers Served
by Industry Driven Regional Education & Training Collaboratives
(Source: Chancellor's Office Administrative Database)

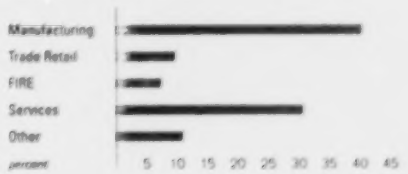


Table 1-7:
Performance Indicators: Industry Driven Regional Education & Training Collaboratives

	Participants per Center	Hours per Center
Training		
Workshops	53	117
Regular Courses	108	3,574
Training Program	102	359
Train the Trainer	9	120

(Source: Chancellor's Office Administrative Database)

1.8: Job Development Incentive Training Fund

The Job Development Incentive Training Fund Program provides workforce training to incumbent workers of small and medium size businesses as an incentive for them to create entry-level positions for welfare recipients.

The program operated at twenty-nine community college locations during FY 1998-99 and provided training services for 1,193 employers. Over half had fewer than 50 employees. Forty-seven percent were in manufacturing and twenty-seven percent in the service sector.

The Job Development Incentive Training Fund Program provided training services to 3,871 students and 4,593 incumbent workers during FY 1998-99. Eighty-five percent of students and forty-two percent of incumbent employees were minorities.

The Job Development Incentive Training Fund Program formed 372 strategic partnerships during FY 1998-99. Sixty percent were in the private sector.

The average Job Development Training Fund Program gave 1,304 hours of training to 191 participants during FY 1998-99.

Figure 1-20: Size of Business/Employer (number of employees)
Size Distribution of Businesses/Employers Served by the Job Development Training Fund Program

(Source: Chancellor's Office Administrative Database)

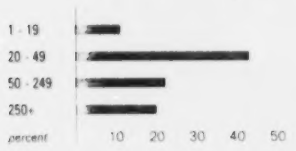


Figure 1-21: Type of Partnership
Types of Strategic Partnerships Formed by the Job Development Training Fund Program

(Source: Chancellor's Office Administrative Database)

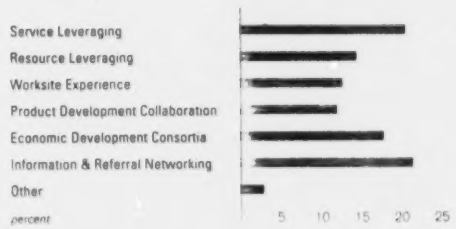


Table 1-8:
Performance Indicators: Job Development Training Fund

	Participants per Center	Hours per Center
Training		
Workshops	99	159
Regular Courses	12	46
Training Program	74	1,051
Train the Trainer	7	25

(Source: Chancellor's Office Administrative Database)

1.9: Summary of ED>Net's Service Delivery Programs

ED>Net's eight service delivery programs operated at fifty-four community college locations during FY 1998-99 and provided training and technical assistance services to 26,612 employers. Two-thirds employed fewer than 20 workers. Eighteen percent were start-up companies. Seventy percent were in either the manufacturing or service sectors.

There were 19,386 students and 46,981 incumbent employees served during FY 1998-99. Among the students, forty-four percent were female and sixty-four percent were minorities. Among incumbent employees, thirty-six percent were female and fifty-seven percent were minorities.

ED>Net's eight service delivery programs formed 1,921 strategic partnerships during FY 1998-99. Fifty-three percent were in the private sector. The most prevalent forms of partnerships were information and referral networking, resource leveraging and service leveraging.

On average, each of Ed Net's service delivery centers served 814 participants and delivered 8,996 hours of technical assistance and training.

Figure 1-22: Size of Business/Employer (number of employees)
Size Distribution of Businesses/Employers Served
By ED>Net's Service Delivery Programs
(Source: Chancellor's Office Administrative Database)

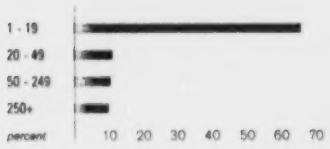


Figure 1-23: Industry of Employer
Industry Distribution of Businesses/Employers Served
By ED>Net's Service Delivery Programs
(Source: Chancellor's Office Administrative Database)

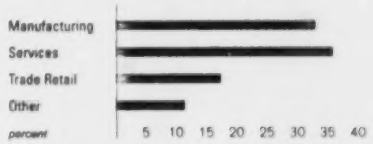
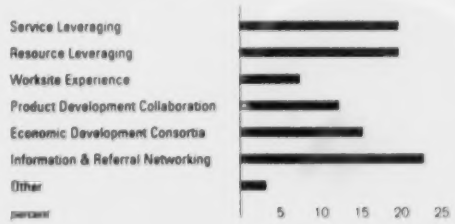


Figure 1-24: Type of Partnership
Types of Strategic Partnerships Formed by ED>Net's
Service Delivery Programs
(Source: Chancellor's Office Administrative Database)



2.1: Centers for Applied Biological Technologies

The Centers for Applied Biological Technologies Program provides the groundwork for comprehensive educational programs to prepare the biotechnology workforce for new jobs.

The program operated at six community college locations during FY 1998-99 and provided in-service training services to 1,154 faculty. Fifty-six percent of the faculty served was female and forty-four percent were minorities.

The Centers formed sixty-six strategic partnerships during FY 1998-99 of which thirty-nine percent were in the private sector.

Services provided to Community Colleges by the Centers for Applied Biological Technologies during FY 1998-99 included needs assessments, curriculum development, demonstrations, faculty-staff training and technical assistance.

The average Center for Applied Biological Technologies gave 3,827 hours of technical assistance and training to 830 participants during FY 1998-99.

Figure 2-1: Type of Partnership
Types of Strategic Partnerships Formed by Centers for Applied Biological Technologies
(Source: Chancellor's Office Administrative Database)

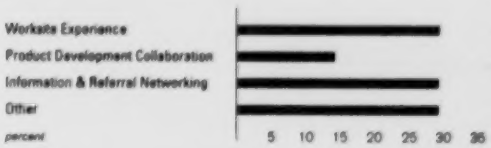


Figure 2-2: Type of Services Provided
Types of Services Provided at Community Colleges Locations by Centers for Applied Biological Technologies
(Source: Chancellor's Office Administrative Database)

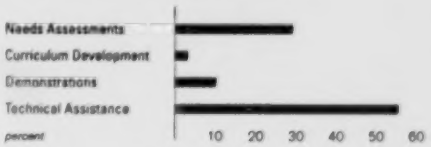


Table 2-1:
Performance Indicators: Centers for Applied Biological Technologies

	Participants per Center	Hours per Center
Technical Assistance		
Information Services	196	116
Specialized Assistance	175	906
Training		
Workshops	108	1, 224
Regular Courses	26	1,146
Training Program	323	339
Train the Trainer	3	11

(Source: Chancellor's Office Administrative Database)

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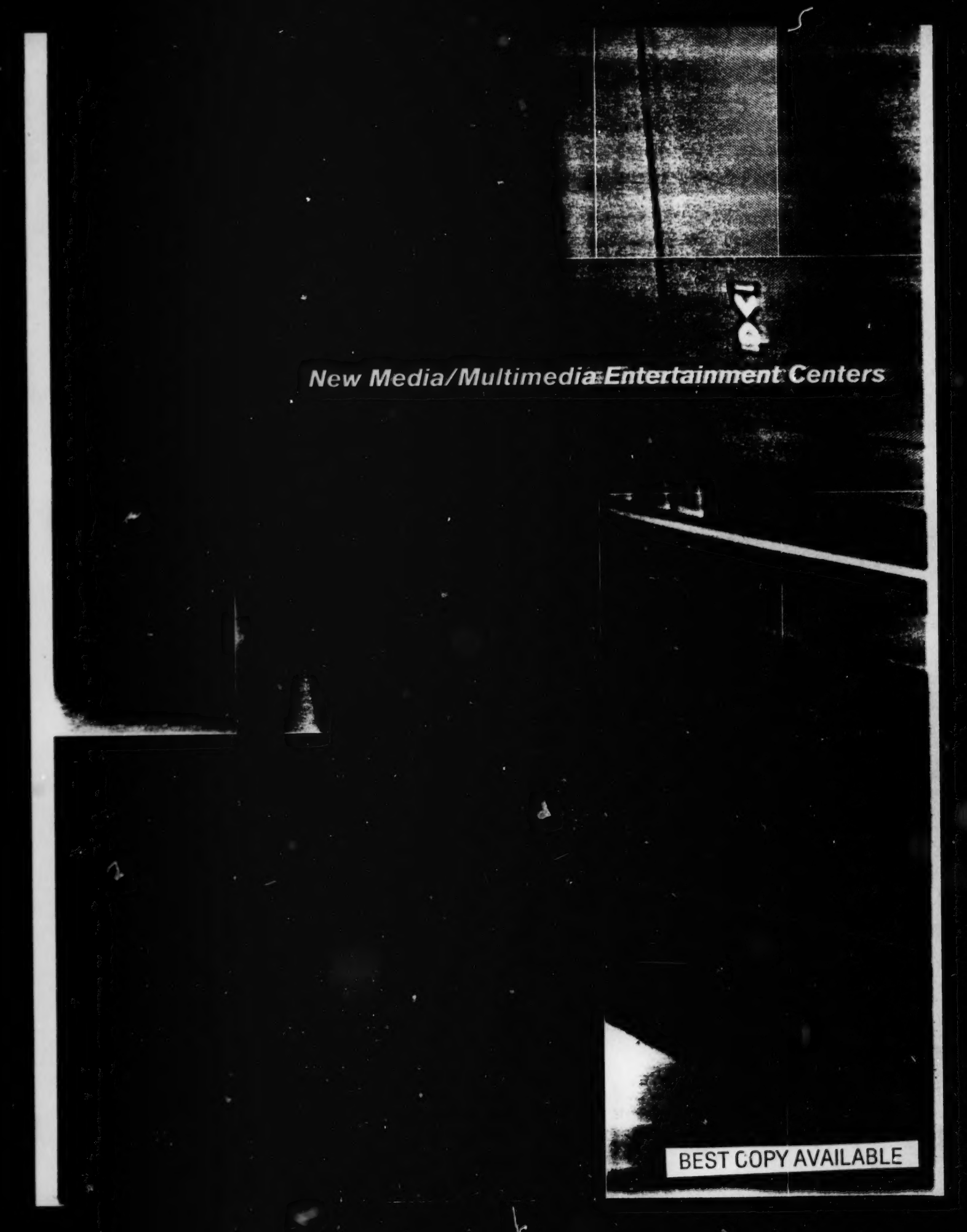
New Media/Multimedia Entertainment Centers
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2.2: New Media/Multimedia Entertainment Centers

New Media/Multimedia Entertainment Centers assist the development of technologically cutting-edge training programs in digital graphics at Community Colleges.

The program operated at six community college locations during FY 1998-99 and provided training services to 1,315 in-service faculty. Forty percent were minorities. The program formed ninety-three strategic partnerships during FY 1998-99.

The New Media/Multimedia Entertainment Centers primarily provided technical assistance services to the Community Colleges during FY 1998-99.

The average New Media/Multimedia Entertainment Center gave 4,532 hours of technical assistance and training to 1,160 participants during FY 1998-99.

Figure 2-3: Types of Services Provided
Types of Strategic Partnerships Formed by New Media/Multimedia Entertainment Centers
(Source: Chancellor's Office Administrative Database)

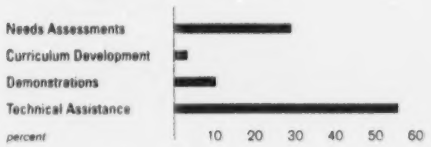

Figure 2-4: Types of Services Provided
Types of Services Provided at Community College Locations by New Media/Multimedia Entertainment Centers
(Source: Chancellor's Office Administrative Database)

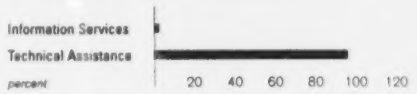

Table 2-2:
Performance Indicators: New Media/Multimedia Entertainment Centers

	Participants per Center	Hours per Center
Technical Assistance		
Demonstrations	251	104
Learning Labs	161	2,560
Assessments	116	23
Curriculum Development	18	82
Training		
Workshops	441	384
Alternative Courses	80	1,115
Training Program	89	237
Train the Trainer	5	28

(Source: Chancellor's Office Administrative Database)

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2.3: Business & Workforce Performance Improvement / Centers of Excellence

The Business & Workforce Performance Improvement/Centers of Excellence Program builds capacity at the Community Colleges to conduct workplace assessments and deliver contract education.

The program operated at nine community college locations during FY 1998-99 and provided in-service training services to 16 faculty and 949 community based organization (CBO) clients. Fifty-six percent of the faculty were females and thirty-nine percent minorities. Among CBO clients, thirty-nine percent were females and fifty-three percent minorities.

The program entered into 102 strategic partnerships during FY 1998-99. Forty-four percent in the private sector.

Services provided to Community Colleges during FY 1998-99 were concentrated in technical assistance and demonstrations.

The average Business & Workforce Performance Improvement/Center of Excellence gave 1,641 hours of technical assistance and training to 971 participants during FY 1998-99.

Figure 2-5: Type of Partnership

Types of Strategic Partnerships Formed by Business & Workforce Improvement/Centers for Excellence

(Source: Chancellor's Office Administrative Database)

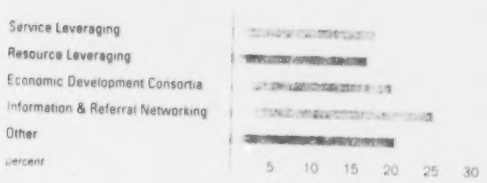


Figure 2-6: Type of Service Provided

Types of Services Delivered at Community College Locations by Business & Workforce Improvement/Centers for Excellence

(Source: Chancellor's Office Administrative Database)

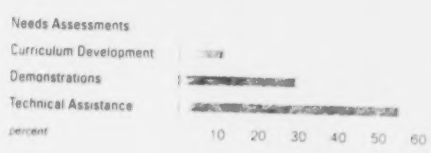


Table 1-2:

Performance Indicators: Business & Workforce Improvement/ Centers for Excellence

	Participants per Center	Hours per Center
Technical Assistance		
Demonstrations	102	117
Specialized Technical Assistance	45	159
Assessments	610	441
Curriculum Development	160	105
Training		
Workshops	35	150
Training Program	19	658

(Source: Chancellor's Office Administrative Database)

2.4: Summary of ED>Net's Capacity Building Programs

ED>Net's three capacity building programs provided training and technical assistance services to 2,485 Community College in-service faculty during FY 1998-99. Fifty-four percent were female and thirty-seven percent were minorities. The capacity building programs also provided service to 2,375 CBO clients. They formed 261 strategic partnerships, of which fifty-nine percent were in the private sector.

Ninety percent of the services provided to Community Colleges by ED>Net's capacity building programs were in the form of technical assistance.

During FY 1998-99, ED Net's twenty-three capacity building centers averaged serving 1,000 clients and delivering 3,217 hours of technical assistance and training.

Figure 2-7: Type of Partnership
Types of Strategic Partnerships Formed by ED>Net's Capacity Building Programs
(Source: Chancellor's Office Administrative Database)

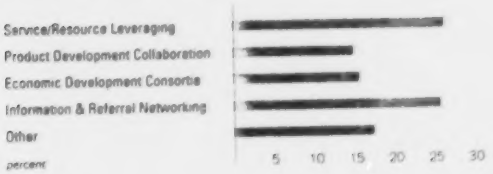
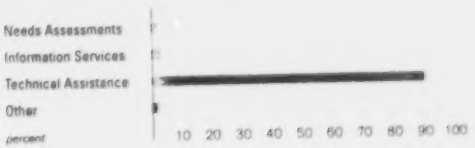


Figure 2-8: Type of Service Provided
Types of Services Provided at Community College Locations by ED>Net's Capacity Building Programs
(Source: Chancellor's Office Administrative Database)



Regional Environmental Business Resource Assistance Centers

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< Chapter 3 >
ED>Net Service Delivery & Capacity Building Programs

3.1: Regional Environmental Business Resource Assistance Centers

Regional Environmental Business Resource Assistance Centers provide workforce training to students and incumbent workers, conduct workplace environmental compliance audits, offer environmental technical assistance to small and medium size businesses and support the development of environmental curriculum and related teaching materials.

The program operated at six community college locations during FY 1998-99 and provided training services to 1,777 employers. Most employers had fewer than fifty workers.

Businesses served were concentrated in the service and manufacturing sectors. The services provided were mainly regulatory compliance and environmental audits.

The total number of employees served during FY 1998-99 was 6,260. Seventy-five percent were minorities.

Assistance provided to Community Colleges during FY 1998-99 was primarily in the areas of information services, technical assistance and environmental audits.

The program served a total of 192 in-service faculty. Twenty-four percent were female. Seventy-five percent were minorities.

There were 143 strategic partnerships formed during FY 1998-99. Thirty-three percent were in the private sector.

The average Regional Environmental Business Resource Assistance Center gave 6,997 hours of technical assistance and training to 1,632 participants during FY 1998-99.

Figure 3-1: Size of Business/Employer (number of employees)
Size Distribution of Employers Served by the Regional Environmental Business Resource Assistance Center Program
(Source: Chancellor's Office Administrative Database)

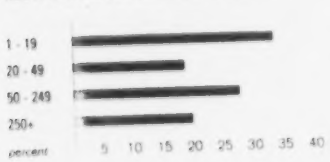

Figure 3-2: Industry of Business/Employer
Industry Distribution of Businesses/Employers Served by the Regional Environmental Business Resource Assistance Center Program
(Source: Chancellor's Office Administrative Database)

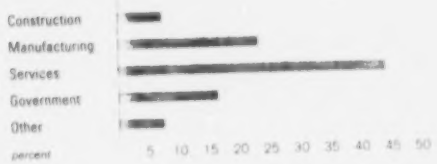

Figure 3-3: Types of Business/Employer Services
Distribution of Services Provided to Businesses/Employers by the Regional Environmental Business Resource Assistance Center Program
(Source: Chancellor's Office Administrative Database)

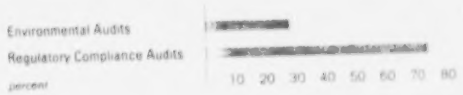

Figure 3-4: Types of Services Delivered to Community Colleges
Distribution of Services Provided to Community Colleges by the Regional Environmental Business Resource Assistance Center Program
(Source: Chancellor's Office Administrative Database)

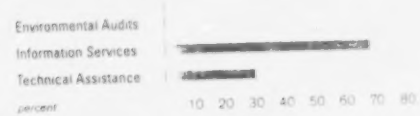

Table 3-1:
Performance Indicators: Regional Environmental Business Resource Assistance Centers

	Participants per Center	Hours per Center
Technical Assistance		
Information Services	1,041	274
Specialized Assistance	89	212
Environmental Audits	14	214
Technical Assistance	34	115
Regulatory Compliance	21	213
Training		
Workshops	88	425
Training Program	331	3,932
Train the Trainer	15	105

(Source: Chancellor's Office Administrative Database)

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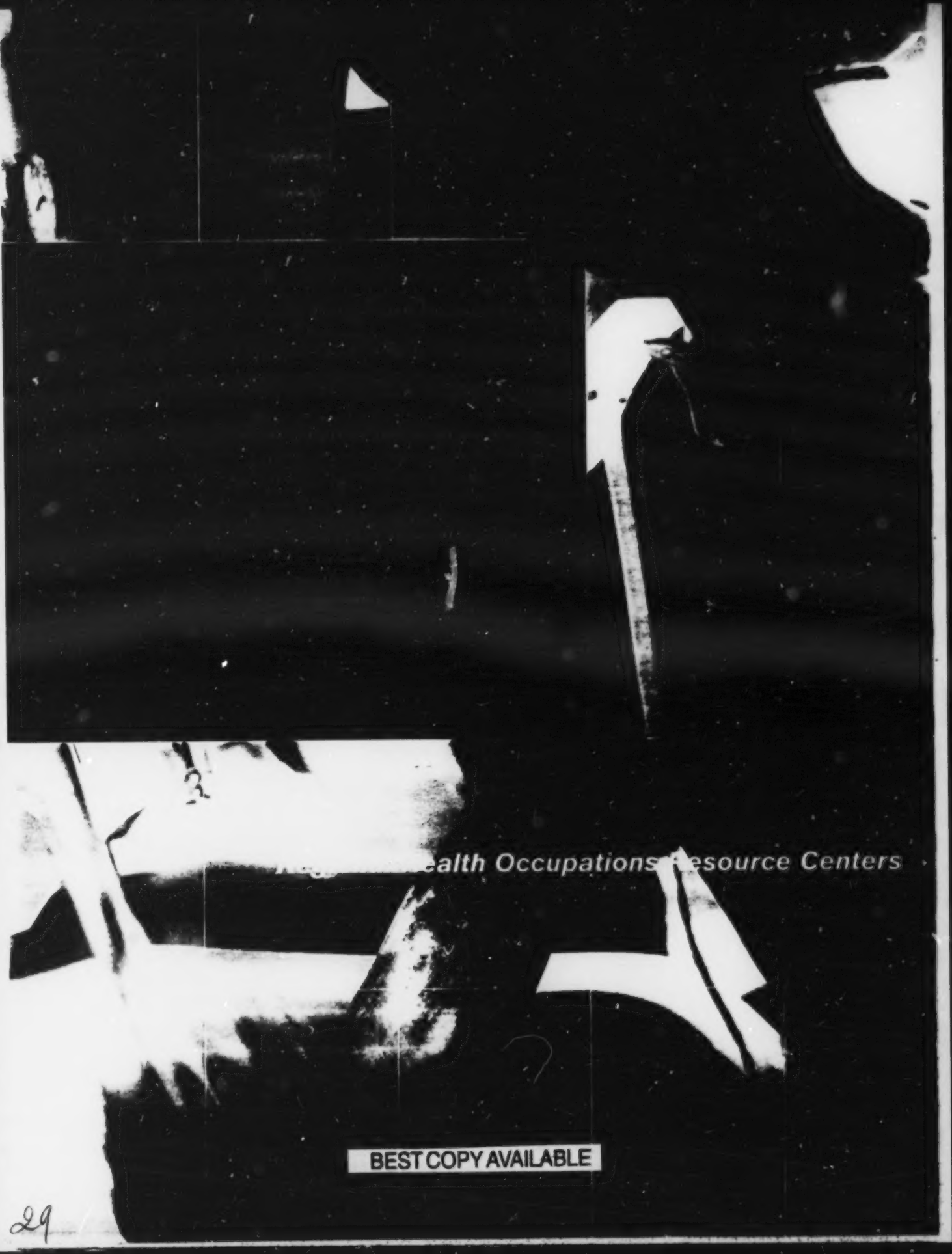
ealth Occupations Resource Centers
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3.2: Regional Health Occupations Resource Centers

Regional Health Occupations Resource Centers provide workforce training to health care industry employees, perform workplace assessments of health facilities, and do certification testing of health industry employees.

The program operated at eight community college locations during FY 1998-99 and provided training and services to 5,213 employers. Most employers had between 50 and 249 workers.

Ninety-eight percent of all employers served were in the health care services industry, with the remaining two percent in other service activities.

There were 4,985 employees served by the Regional Health Occupations Resource Centers during FY 1998-99. Seventy-two percent were female. Seventy-three percent were minorities.

The program served a total of 387 in-service faculty. Seventy-three percent were female. Forty percent were minorities.

The program also served 6,398 students. Eighty-one percent were female. Sixty-nine percent were minorities.

The primary service produced at Community Colleges was student assessments to determine if they met health occupation certification requirements.

The Regional Health Occupations Resource Centers Program formed thirty-six strategic partnerships during FY 1998-99 of which forty-two percent were in the private sector.

The average Regional Health Occupations Resource Center gave 4,837 hours of technical assistance and training to 1,732 participants during FY 1998-99.

Figure 3-5: Size of Business/Employer (number of employees)
Size Distribution of Businesses/Employers Served by the Regional Health Occupations Resource Centers Program
(Source: Chancellor's Office Administrative Database)

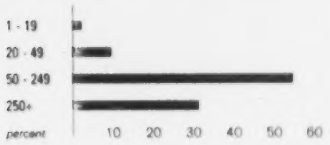

Figure 3-6: Type of Service Provided to Community Colleges
Types of Service Provided to Community Colleges by the Regional Health Occupations Resource Centers Program
(Source: Chancellor's Office Administrative Database)

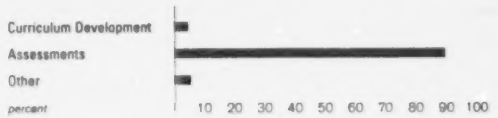

Figure 3-7: Types of Business/Employer Services
Types of Partnerships Formed by the Regional Health Occupations Resource Centers Program
(Source: Chancellor's Office Administrative Database)

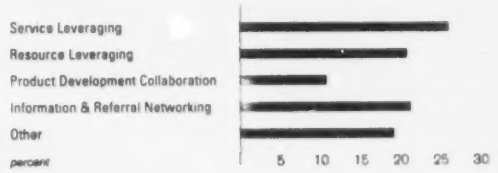

Table 3-2:
Performance Indicators: Regional Health Occupations Resource Centers

	Participants per Center	Hours per Center
Technical Assistance		
Demonstrations	422	187
Assessments	312	154
Curriculum Development	27	454
Learning Labs	159	189
Training		
Workshops	559	412
Alternative Courses	116	658
Regular Courses	55	2,229
Training Program	68	524
Train the Trainer	14	28

(Source: Chancellor's Office Administrative Database)

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3.3: Summary of ED>Net's Service Delivery Plus Capacity Building Programs

ED>Net has two programs engaged in both service delivery and capacity building: the Regional Environmental Business Resource Assistance Program and the Regional Health Occupations Resource Centers Program. They provided training and technical assistance services to 6,990 employers and Community Colleges during FY 1998-99.

They served 11,245 employees. Forty-eight percent were female. Sixty-three percent were minorities.

The programs served 579 Community College in-service faculty and 11,245 students during FY 1998-99. Organizational assessments were the primary type of service provided.

ED>Net's two capacity building programs formed 179 strategic partnerships during FY 1998-99. Sixty-two percent in the private sector.

In FY 1998-99 each of Ed Net's 15 capacity building and service delivery centers served an average of 1,692 participants and delivered 5,701 hours of technical assistance and training. In total, the capacity building and service delivery centers delivered 85,515 hours of training and technical assistance to employers, employees, students and faculty.

Figure 3-8: Size of Business/Employer (number of people)
Size Distribution of Businesses/Employers Served by ED>Net's Service Delivery and Capacity Building Programs
(Source: Chancellor's Office Administrative Database)

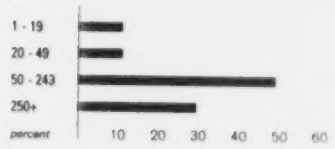


Figure 3-9: Industry of Employer/Business
Industry Distribution of Businesses/Employers Served by ED>Net's Service Delivery and Capacity Building Programs
(Source: Chancellor's Office Administrative Database)

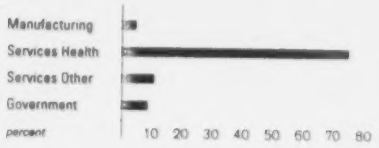


Figure 3-10: Type of Service Provided Community Colleges
Industry Distribution of Businesses/Employers Served by ED>Net's Service Delivery and Capacity Building Programs
(Source: Chancellor's Office Administrative Database)

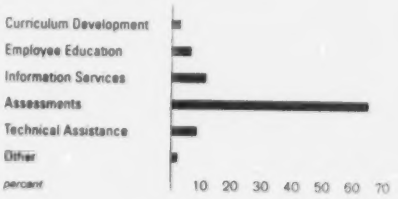
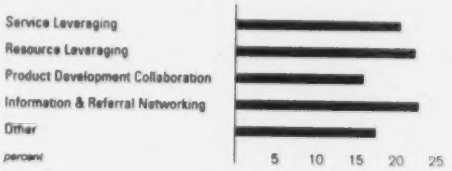


Figure 3-11: Types of Partnerships
Types of Strategic Partnerships Formed by ED>Net's Service Delivery and Capacity Building Programs
(Source: Chancellor's Office Administrative Database)



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< Chapter 4 >
Administration and Coordination Programs

4.1: Locally Based Statewide Economic Development Coordination Network

The Locally Based Statewide Economic Development Coordination Network provides logistical, technical and marketing support for Community College based economic development programs and activities. It acts as the logistical support center – staffing and supporting ED>Net's executive committee, economic development initiative directors, and similar community college based economic development organizations. The program is located at one Community College location (the offices of the Los Rios Community College District).

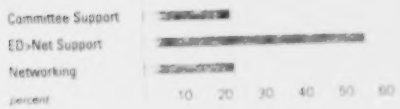
The core activities the Coordination Network engaged in during FY 1998-99 were organizational support, networking and committee support.

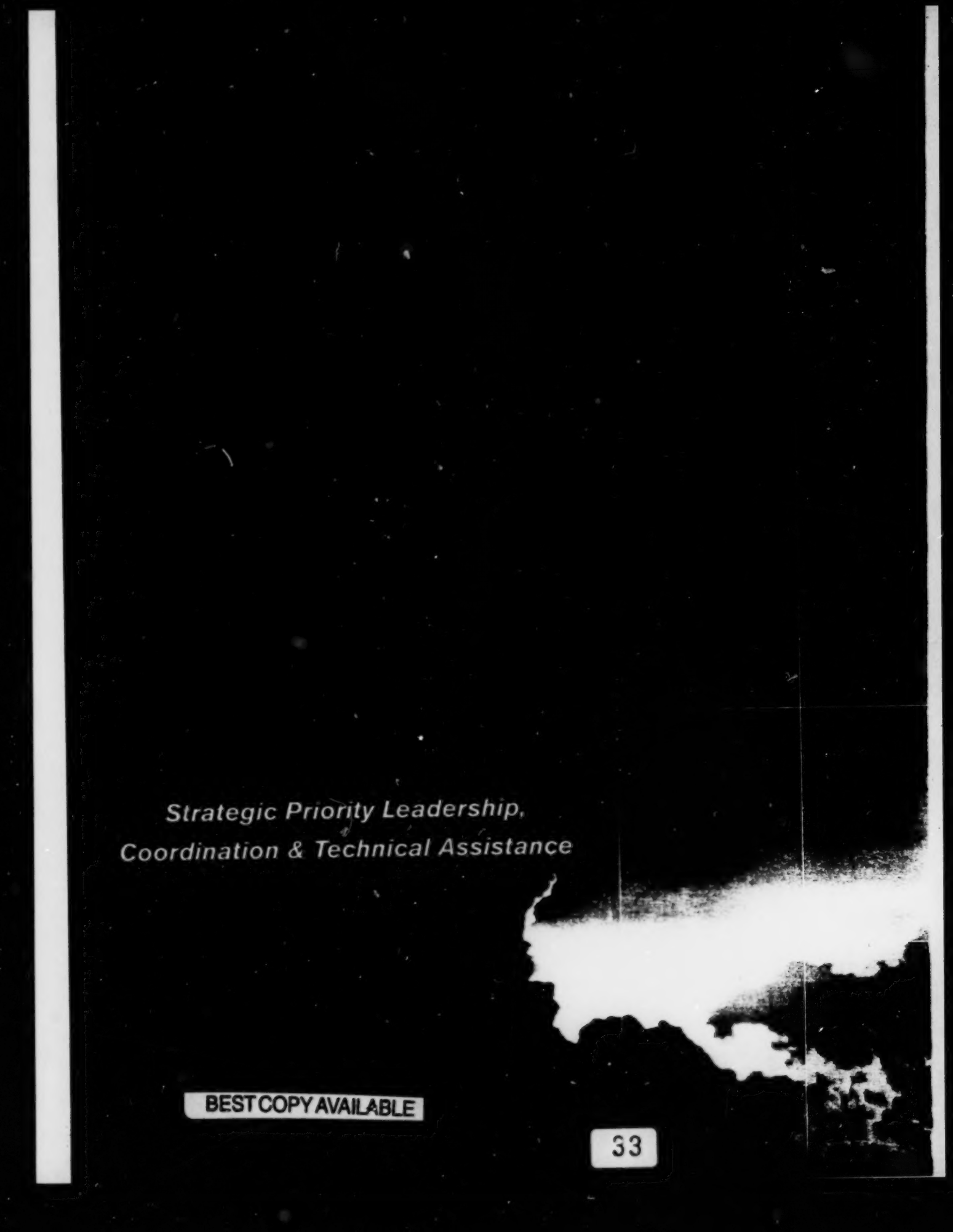
The Coordination Network formed eight strategic partnerships during FY 1998-99. Four were resource leveraging partnerships and four were service leveraging partnerships. All were in the public sector.

Figure 4-1: Administration/Coordination Services Provided

Types of Administration & Coordination Services Provided by the ED>Net Program

(Source: Chancellor's Office Administrative Database)





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4.2: Strategic Priority Leadership, Coordination & Technical Assistance (Statewide Initiative Directors)

The Strategic Priority Leadership, Coordination & Technical Assistance Program builds economic development system capacity within the Community Colleges and coordinates Community College economic development resources to most effectively deliver services. The program operated at nine Community College locations during FY 1998-99. It provided core services to both the colleges and employers utilizing Community College based economic development services.

The primary service provided to Community Colleges during FY 1998-99 was the dissemination of economic development information. The most important of other services were committee support, ED>Net support and regional support.

The concentration of service provided to employers was in information dissemination and networking.

The program formed 130 strategic partnerships during FY 1998-99. Forty-eight percent were in the private sector.

The average Director gave 3,527 hours of technical assistance and training to 1,214 participants during FY 1998-99.

Figure 4-2: Services Provided to Colleges
Types of Services Provided to Community Colleges by the LEAD Program
(Source: Chancellor's Office Administrative Database)

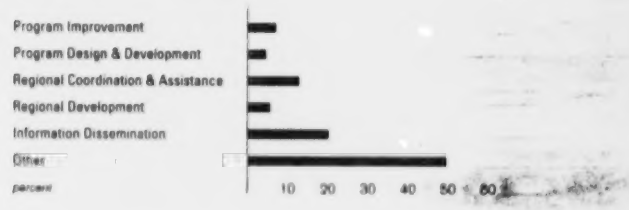

Figure 4-3: Services Provided to Employers
Types of Services Provided to Employers by the LEAD Program
(Source: Chancellor's Office Administrative Database)

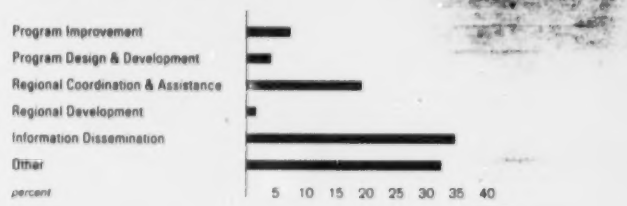

Figure 4-4: Types of Partnerships
Types Strategic Partnerships Formed by the LEAD Program
(Source: Chancellor's Office Administrative Database)

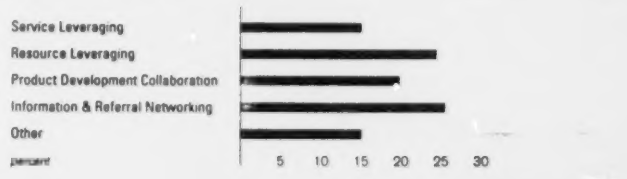

Table 4-1:
Performance Indicators: Strategic Priority Leadership, Coordination & Technical Assistance (LEAD)

	Participants per Director	Hours per Director
Technical Assistance		
College Assessments & Program Improvement	106	327
Project Design	138	556
Regional Coordination & Support	353	637
Resource Development	104	237
ED Net Project Development	229	721
Committee Support	177	587
Training		
Workshops	64	377
Train the Trainer/Faculty	43	86

(Source: Chancellor's Office Administrative Database)

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4.3: Business & Workforce Performance Improvement / Professional Development Institutes (Statewide Directors)

The Business & Workforce Performance Improvement/Professional Development Institutes Program coordinates resources in the Community College system to most effectively deliver training and non-training solutions to workplace problems. The program also coordinates Community College resources to most effectively deliver contract education. It operated at four Community College locations during FY 1998-99, and provided core services to both colleges and employers who engaged in Community College based economic development.

The primary services provided by the program to colleges during FY 1998-99 were regional coordination and assistance and information dissemination. Other services provided included ED>Net support, committee support, and regional support.

Service provided to employers during FY 1998-99 was concentrated in regional coordination and assistance. Other services provided employers included regional support and external networking.

The Business & Workforce Improvement/ Professional Development Institutes Program formed twenty-four strategic partnerships during FY 1998-99. Half were in the private sector.

The average Workforce Improvement/Professional Development Institute gave 3,064 hours of technical assistance to participants during FY 1998-99.

Figure 4-5: Services Provided to Colleges
Types of Services Provided to Community Colleges by the Workforce Improvement/Professional Development Institutes Program
(Source: Chancellor's Office Administrative Database)

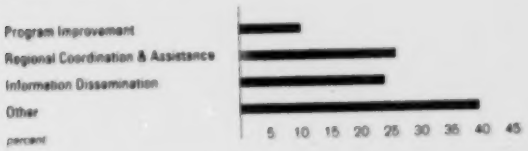

Figure 4-6: Services Provided to Employers
Types of Services Provided to Employers by the Workforce Improvement/Professional Development Institutes Program
(Source: Chancellor's Office Administrative Database)

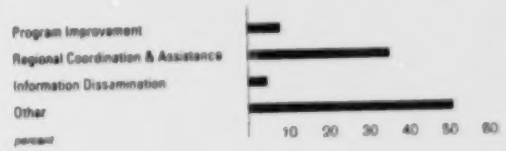

Figure 4-7: Type of Partnership
Types of Partnerships Formed by the Workforce Improvement/Professional Development Institutes Program
(Source: Chancellor's Office Administrative Database)

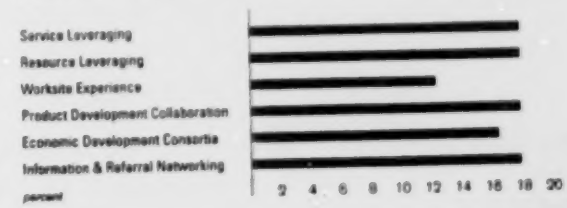

Table 4-2:
Performance Indicators: Workforce Improvement/Professional Development Institutes Program

	Participants per Director	Hours per Director
Technical Assistance		
College Assessments & Program Improvement	108	327
Project Design	138	556
Regional Coordination & Support	353	637
Resource Development	104	237
ED Net Project Development	229	721
Committee Support	177	587

(Source: Chancellor's Office Administrative Database)

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4.4: Regional Business Resource Assistance & Innovation Networks (Regional Consortia)

The Regional Consortia provide a variety of services and activities that support the coordination and improvement of community college programs within administratively defined regions. The Regional Consortia provide an avenue for intrasegmental representation to address programmatic needs. Although the number of colleges, as well as the geographic scope varies in each region, the focus of each Regional Consortium is adapted to take into account regional educational needs through continued needs assessments and the identification of gaps in services. The program operated at seven Community College locations during FY 1998-99 providing service to both colleges and employers.

Just over half of the service provided was regional coordination and assistance, with the balance being information dissemination, committee support and regional support.

The average center gave 12,879 hours of technical assistance and training to 532 participants during FY 1998-99.

Figure 4-8: Services Provided to Colleges
Types of Service Provided to Community Colleges by the Regional Resource Business Assistance & Innovation Networks Program
(Source: Chancellor's Office Administrative Database)

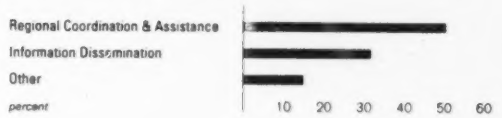

Figure 4-9: Services Provided to Employers
Types of Service Provided to Employers by the Regional Resource Business Assistance & Innovation Networks Program
(Source: Chancellor's Office Administrative Database)

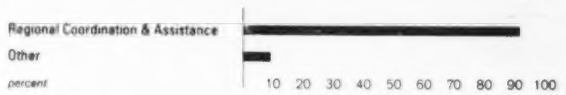

Table 4-3:
Performance Indicators: Regional Business Resource Assistance & Innovation Networks

	Participants per Center	Hours per Center
Technical Assistance		
College Assessment/Program Improvement	18	120
Project Design	29	143
Regional Coordination & Support	242	6,375
ED Net Project Development	78	2,855
Committee Support	88	3,145
Training		
Workshops	65	231
Train the Trainer/Faculty	2	10

(Source: Chancellor's Office Administrative Database)

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4.5: New Program Development & Marketing

The New Program Development and Marketing Program disseminates workforce based economic development materials and otherwise markets Community College-based economic development programs to businesses.

The program operated at eight Community College locations during FY 1998-99 and provided services to 139 companies. Most of the companies employed between 20 and 249 employees and were concentrated in the non-health service sector.

The New Program Development and Marketing Program provided services to 235 Community College in-service faculty during FY 1998-99, and it formed fourteen strategic partnerships.

Figure 4-10: Size of Business/Employer (number of employees)
Size Distribution of Businesses/Employers Provided Service by the New Program Development and Marketing Program
(Source: Chancellor's Office Administrative Database)

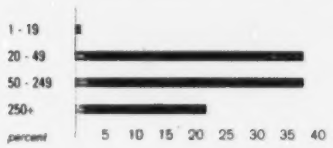
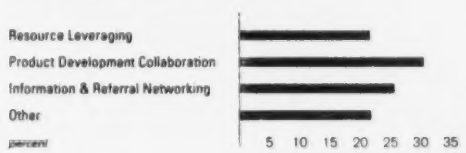


Figure 4-11: Industry of Business/Employer
Industry Distribution of Businesses/Employers Provided Service by the New Program Development and Marketing Program
(Source: Chancellor's Office Administrative Database)

Figure 4-12: Type of Partnership
Types of Partnerships Formed by the New Program Development and Marketing Program
(Source: Chancellor's Office Administrative Database)



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4.6: Summary of ED>Net's Administration & Coordination Programs

ED>Net's five administration and coordination programs provided program improvement, regional coordination and assistance, information dissemination and related services to Community Colleges engaged in workplace learning based economic development during FY 1998-99.

The Administration and Coordination programs provided technical assistance and/or training for 236 Community College in-service faculty. Sixty-five percent were female. Twenty-four percent were minorities.

They Administration and Coordination programs formed 176 strategic partnerships during FY 1998-99. Forty-nine percent in the private sector.

During FY 1998-99, Ed Net's twenty five Administration and Coordination centers served an average of 982 clients and delivered 5,146 hours of technical assistance and training.

Figure 4-13: Services Provided to Colleges
Types of Services Provided to Community Colleges by ED>Net's Administration and Coordination Programs
(Source: Chancellor's Office Administrative Database)

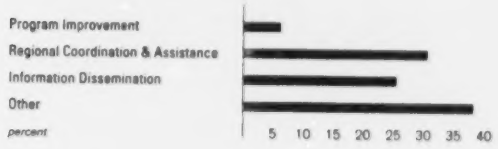
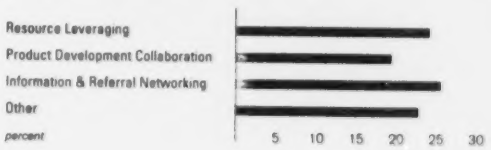


Figure 4-14: Type of Partnership
Types of Partnerships Formed by ED>Net's Administration and Coordination Programs
(Source: Chancellor's Office Administrative Database)



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< Chapter 5 >
Employment Impacts

5.1: Changes in ED>Net Companies' Employment

Based on a sample of ED>Net companies drawn from the Employment Development Department's (EDD's) unemployment insurance data base, total employment at the companies that received ED>Net's Community College based economic development services during the period 1996 through 1998 increased at an average annual rate of 7.4 percent. Average employment per company during the same period increased at an average annual rate of 7.3 percent.

Table 5-1:
Employment of Sample Companies Receiving ED>Net Services

	Total Employment	Employment per Company	% Change in Total Employment	% Change in Employment per Company
1996	16,329	73		
1997	17,672	79	8.2%	8.2%
1998	18,825	84	6.5%	6.3%
Average Annual Change			7.4%	7.3%

(Source: EDD)

5.2: Changes in Comparison Companies' Employment

Based on a sample of companies that did not receive ED>Net services (also drawn from EDD's unemployment insurance database) total employment at the companies that did not receive ED>Net services during the period 1996 through 1998 increased at an average annual rate of 3.2 percent. Employment per company during the same period increased at an average annual rate of 4.7 percent.

Table 5-2:
Employment of Sample Companies Not Receiving ED>Net Services

	Total Employment	Employment per Company	% Change in Total Employment	% Change in Employment per Company
1996	32,158	21		
1997	33,919	23	5.5%	9.5%
1998	34,211	23	0.9%	0.0%
Average Annual Change			3.2%	4.7%

(Source: EDD)

5.3: Direct Employment Impacts Associated with ED>Net Programs

Over the period 1996 through 1998, the differential growth in total employment between companies receiving and not receiving Community College based economic development services was 4.2 percentage points.

It should be noted that while this differential is associated with receiving or not receiving ED>Net's Community College based economic development services, it is not necessarily caused by them. Successful companies may more aggressively seek out services that can help them grow, or growing companies may need to train their expanding workforces and consequently go to ED>Net for training and technical assistance. In both these cases, ED>Net's services would be responding to, rather than causing, the differential growth rate. The direct impact of ED>Net services is consequently defined as the differential in an economic variable (e.g., employment growth) associated with companies that receive Community College based economic development services. Regardless of whether ED>Net programs respond to or cause the growth differential, they are associated with it and meet the legislature's intent of supporting the growth of California companies through Community College based economic development services.

During FY 1998-99, ED>Net's eight service delivery programs and two service delivery plus capacity building programs delivered training and technical assistance services to 58,226 wage and salary workers. Applying the 7.4 percent average annual employment growth rate of ED>Net companies, this labor pool would have been 50,479 workers two years earlier. Applying the 3.2 percent average annual employment growth rate of the comparison companies to the base of 50,479 produces a current employment level of 53,761 workers. These relationships are shown in Table 5-3.

Over the three-year period, mid-1996 through mid-1999, there was a differential of 4,465 direct jobs associated with companies receiving ED>Net services.

Table 5-3:
Imputed Changes in Employment Associated with Receiving ED>Net Services

	Imputed ED>Net Company Employment	Imputed Comparison Company Employment	Difference
t [current year]	58,226	53,761	4,465
t-1	54,214	52,094	2,120
t-2	50,479	50,479	0

(Source: TLA)

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5.4: Indirect and Total Employment Impacts Associated with ED>Net Programs

To go from direct to indirect jobs associated with companies receiving ED>Net service requires the use of "employment multipliers". Employment multipliers show the total change in the number of jobs in all industries that result from a change of one job in a particular industry.

The economic reasoning underlying multipliers is two-fold. First, the person holding the additional job will spend some fraction of his/her income on products produced in the California economy. Second, some fraction of the materials and supplies used on the job will be produced in the California economy. Both these increases in demand will result in additional jobs being created in the state. For example, the Bureau of Economic Analysis (BEA), U.S. Department of Commerce, estimates that each new job in the printing and publishing industry creates approximately one additional job somewhere in the California economy; while one new job in the communications industry create approximately one and a half new jobs.

Applying the industry distributions presented in the above three chapters to the 4,465 total direct jobs associated with companies that received ED>Net services generates the estimate of additional indirect and total jobs associated with ED>Net companies shown in Table 5-5.

Including both indirect and direct impacts, there was a differential of 8,448 additional jobs associated with companies that received ED>Net services during FY 1998-99.

In order to monetize the value of these additional jobs, the employment associated with ED>Net services was multiplied by the most recent average annual wage by industry reported by the California EDD.[2] The results are shown in Table 5-6.

2 Derived from the ES-202 Covered Employment and Wages program report (EDD, 1999)

Table 5-4:
California Basic Industry Employment Multipliers

	Employment Multiplier Values	
	Total	Marginal
Agriculture, Forestry, & Fishing	2.3498	1.3498
Mining	2.9001	1.9001
Construction	2.0090	1.0090
Manufacturing – Non-Durable Goods	3.0489	2.0489
Manufacturing – Durable Goods	2.8268	1.8268
Transportation & Communications	3.1687	2.1687
Wholesale Trade	2.2244	1.2244
Business Services	1.9844	0.9844

(Source: BEA)

Table 5-5:
ED>Net Differential Employment Growth

	ED>Net Associated Jobs		
	Direct	Indirect	Total
Basic Employment			
Agriculture, Forestry, & Fishing	119	161	280
Mining	2	4	7
Construction	107	108	215
Manufacturing – Non-Durable	457	835	1,292
Manufacturing – Durable	1,041	2,133	3,175
Transportation & Communications	104	226	330
Wholesale Trade	248	304	552
Business Services	215	212	427
Sub-Total	2,294	3,983	6,278
Non-Basic Employment	2,171		2,171
Total	4,465	3,983	8,448

(Source: TLA)

Table 5-6:
ED>Net Benefits Associated with Differential Employment Impacts

	Direct	Total
Construction	$ 2,766,982	$ 7,010,505
Manufacturing	47,827,511	177,916,508
Transportation & Utilities	3,190,155	11,685,195
Trade Wholesale	7,813,915	21,888,456
Trade Retail	7,434,791	7,434,791
FIRE	3,248,121	3,248,121
Services	58,395,816	58,395,816
Other	9,876,240	9,876,240
Total	$147,400,902	$301,969,197

(Source: TLA based on EDD data)

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< Chapter 6 >
Wage & Salary Impacts

6.1: Changes in ED>Net Companies' Wages and Salaries

Based on the EDD sample of ED>Net companies, the average wage per worker at companies that received ED>Net's Community College based economic development services during the period 1996 through 1998 increased at an average annual rate of 7.3 percent. The total wages and salaries paid per company during the same period increased at an average annual rate of 15.3 percent.

6.2: Changes in Comparison Companies' Wages and Salaries

Based on the EDD sample of companies that did not receive ED>Net services, the average wage per worker at companies that did not receive ED>Net services increased at an average annual rate of 4.6 percent. The total wages and salaries paid per company during the same period increased at an average annual rate of 7.9 percent.

Table 6-1:
Wages & Salaries of Sample Companies Receiving ED>Net Services

	Wages & Salaries per Worker	Wages & Salaries per Company	% Changes in Wages & Salaries per Worker	% Changes in Wages & Salaries per Company
1996	$34,148	$2,489,327		
1997	$36,115	$2,849,225	5.8%	14.5%
1998	$39,348	$3,306,785	9.0%	16.1%

(Source: EDD)

Table 6-2:
Wages & Salaries of Sample Companies Not Receiving ED>Net Services

	Wages & Salaries per Worker	Wages & Salaries per Company	% Changes in Wages & Salaries per Worker	% Changes in Wages & Salaries per Company
1996	$30,633	$656,722		
1997	$32,010	$723,829	4.5%	10.2%
1998	$33,532	$764,768	4.8%	5.7%

(Source: EDD)

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6.3: Direct Differential Earnings Impacts Associated with ED>Net Programs

Over the period 1996 through 1998, the differential growth of wages and salaries per worker at companies that did and did not receive Community College based economic development services was 2.7 percentage points.

During FY 1998-99, the ED>Net sample companies paid an average annual wage to their employees of $39,348. With an average annual wage growth rate of 7.3 percent, they would have paid $34,148 two years earlier. Applying the 4.6 percent average annual wage growth of companies not receiving ED>Net services to the t-2 base level produces a current annual wage of $37,376. These relationships are shown in Table 6-3.

Over the three-year period, mid-1996 through mid-1999, the average annual wage of a worker at a company receiving ED>Net services grew by $1,972 more than it would have if the company had not received ED>Net services. Multiplied by the 58,226 workers who received ED>Net services, there was an increase in direct wages and salaries paid of $114.8 million annually associated with companies that received ED>Net's Community College based economic development services.

Table 6-3:
Imputed Changes in Wages & Salaries Associated with Receiving ED>Net Services

	ED>Net Company Wages & Salaries per Worker	Imputed Wages & Salaries at Comparison Company Rate	Difference
t (current year)	$39,348	$37,376	$1,972
t-1	$36,115	$35,726	$ 389
t-2	$34,148	$34,148	0

(Source: TLA)

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6.4: Indirect and Total Differential Earnings Impacts Associated with ED>Net Programs

Using multipliers to calculate indirect wage impacts involves the same economic reasoning discussed above for employment multipliers. They are separately estimated because the forward and backward linkages between economic sectors are different for employment and earnings. The same initiating (basic) industries used in the employment analysis were also used to calculate indirect wage impacts. The results are shown in Table 6-4.

Applying the same industry distributions used above to the $114.8 million increase in direct wages associated with companies that received ED>Net services generates the following estimate of the additional indirect and total wages associated with ED>Net companies.

Including both indirect and direct impacts, a total of $195.9 million in additional wages was associated with companies that received ED>Net services during FY 1998-99.

Table 6-4:
California Basic Industry Earnings Multipliers

	Earnings Multiplier Values	
	Total	Marginal
Agriculture, Forestry, & Fishing	2.3062	1.3062
Mining	2.0769	1.0769
Construction	2.1337	1.1337
Manufacturing – Non-Durable Goods	2.6512	1.6512
Manufacturing – Durable Goods	2.3277	1.3277
Transportation & Communications	2.3857	1.3857
Wholesale Trade	1.9010	0.9010
Business Services	1.8320	0.8320

(Source: BEA)

Table 6-5:
ED>Net Associated Differential Earnings Growth

	ED>Net Associated Wage and Salary Income (millions of dollars)		
	Direct	Indirect	Total
Basic Wages & Salaries			
Agriculture, Forestry, & Fishing	$ 3.1	$ 4.0	$ 7.1
Mining	0.1	0.1	0.1
Construction	2.8	3.1	5.9
Manufacturing – Non-Durable	11.8	15.6	27.4
Manufacturing – Durable	26.8	44.2	71.0
Transportation & Communications	2.7	3.7	6.4
Wholesale Trade	6.4	5.8	12.1
Business Services	5.5	4.6	10.1
Sub-Total	59.0	81.1	140.1
Non-Basic Wages & Salaries	55.8		55.8
Total	$ 114.8	$ 81.1	$ 195.9

(Source: TLA)

< Chapter 7 >
Company Profitability Impacts

7.1: Changes in ED>Net Companies' Gross Profit

During the period 1996 through 1997, median profitability of companies that received ED>Net's Community College based economic development services increased from $338,528 to $399,489. The mean profitability of companies during the same period decreased from $3,120,007 to $2,166,966. The extreme volatility of the mean profitability data and the significant difference between mean and median profitability reflect the high degree of skewness in the distribution of company gross profits.

7.2: Changes in Comparison Companies' Gross Profit

During the period 1996 through 1997, median gross profits of companies that did not receive ED>Net's Community College based economic development services increased from $410,855 to $483,509. The mean profitability of companies during the same period increased from $1,466,362 to $1,984,584. These data again reflect the high degree of skewness in the distribution of company gross profits.

7.3: Direct Impacts Associated with ED>Net Programs

There was a very small difference (0.3 percentage points) in the annual rate of change of median gross profit among companies that did and did not receive ED>Net services. On average, ED>Net companies had higher mean gross profits and lower median gross profits. With such small differences in the medians and confusing trends in the means, there was no basis for asserting any significant difference in the direct (or indirect) rate of change in gross profit between companies that did and did not receive ED>Net services.

Table 7-1:
Gross Profit of Companies Receiving ED>Net Services

	Median Profitability per Company	% Change in Profitability per Company
1996	$338,528	
1997	$399,489	18.0%

(Source: FTB)

Table 7-2:
Gross Profit of Companies Not Receiving ED>Net Services

	Median Profitability per Company	% Change in Profitability per Company
1996	$410,855	
1997	$483,509	17.7%

(Source: FTB)

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< Chapter 8 >
Benefits & Costs of ED>Net Programs

8.1: ED>Net Benefits

The dollar value of benefits from ED>Net's Community College based economic development programs equals:

- the monetized value of jobs associated with the differential employment growth at ED>Net assisted companies,
- the incremental wages and salaries associated with differential earnings growth at ED>Net assisted companies, and
- the incremental gross profit associated with differential profitability growth at ED>Net assisted companies.

The dollar benefits from all sources associated with companies receiving ED>Net services ranged from a minimum of $262.2 million to a maximum of $497.8 million. The minimum estimate includes only direct benefits associated with ED>Net programs. The maximum estimate includes both direct and indirect benefits.

8.2: ED>Net Costs

The budget for all ED>Net Community College based economic development programs during FY 1998-99 was $33.1 million. The budget was allocated among program categories as follows.

8.3: Comparison of ED>Net's Benefits and Costs

ED>Net's benefit-cost ratio can be calculated using various combinations of benefit and cost definitions.

The most conservative method uses ED>Net's minimum benefit estimate of $262.2 million and maximum cost estimate of $33.1 million. This produces a benefit cost ratio of 7.9.

The most liberal method uses ED>Net's maximum benefit estimate of $497.8 million and minimum cost estimate of $27.2 million. This produces a benefit-cost ratio of 18.3.

The most reasonable method (as discussed in the Technical Report) uses ED>Net's minimum benefit estimate of $262.2 million and its minimum cost estimate of $27.2 million. This produces a benefit cost ratio of 9.6.

Table 8-1:
ED>Net Costs During FY 1998-99 (millions of dollars)

	Dollars	Percent
Service Delivery Programs	$ 24.5	74%
Capacity Building Programs	$ 5.0	15%
Administration & Coordination Programs	$ 3.6	11%

(Source: TLA based on Chancellor's Office 1998-99 budget)

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< Chapter 9 >
Fiscal Returns & ROI of ED>Net Programs

9.1: ED>Net Associated Increases in Tax Revenues

The dollar value of increases in tax revenue associated with ED>Net's Community College based economic development programs equals:

- state personal income taxes paid by workers whose jobs are associated with the differential employment growth of ED>Net companies,
- state personal income taxes paid on the incremental (or marginal) earnings of workers at ED>Net companies that is associated with the differential earnings growth of ED>Net companies, and
- state income taxes paid on the incremental or marginal gross profit of ED>Net companies associated with these companies differential profitability growth.

Personal income tax rates in California range from 1.0 percent to 9.3 percent. For a head of household, the tax rates vary according to the following schedule:

The EDD's most recent labor market data estimate the average wage and salary earnings of workers in California at $31,778. With normal exemptions and deductions it is assumed that taxable income averages three-quarters total earnings. The average taxable wage and salary income of a worker in California is therefore $23,834. Using the above tax rate schedule, the average worker would pay California State income taxes of $377.52. The average rate on total earnings is 1.2 percent; the average rate on taxable earnings is 1.8 percent, and the marginal rate is 4.0 percent.

Table 9-1:
California Personal Income Tax Rates

Taxable Income				
Over	But Not Over	Pay	Plus	Of Amount Over
$ 0	$10,032	$ 0.00	1.0%	$ 0
10,032	23,776	100.32	2.0%	10,032
23,776	37,522	375.20	4.0%	23,776
37,522	52,090	925.04	6.0%	37,522
52,090	$65,832	1,799.12	8.0%	52,090
$65,832	and over	$2,898.48	9.3%	$65,832

(Source: FTB, California Tax Rate Schedules, 1997)

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The value of direct and total (direct plus indirect) ED>Net benefits associated with differential employment equaled $147,400,902 and $301,969,197, respectively. The average tax rate on total earnings was 1.2 percent. Applying the 1.2-percent average tax rate to total differential employment-based earnings yield the following:

The increased tax revenues generated from differential earnings growth associated with companies receiving ED>Net services equals:

[ED>Net benefits associated with differential earnings growth] x [marginal tax rate]

The value of direct and total (direct plus indirect) ED>Net benefits associated with differential earnings growth equaled $114.8 million and $195.9 million, respectively. The marginal tax rate was four percent. Applying the 4.0-percent average tax rate to total differential employment-based earnings yield the following:

There was no significant difference between gross profit growth among companies that did and did not receive ED>Net's Community College based economic development services. No differential gross profits tax revenues collected from corporations, partnerships or sole proprietorships were associated with ED>Net services.

The maximum additional state tax revenues associated with ED>Net's Community College based economic development services is therefore $11.5 million. The minimum is $6.4 million. Therefore, the annual return on investment (ROI) on ED>Net's $33.1 million budget is between nineteen percent and thirty-five percent.

Table 9-2:
Increased Tax Revenues from Differential Employment Growth

	Income	Tax Rate	Tax Revenues
Differential Direct Earnings	$147,400,902	1.2%	$1,768,811
Differential Total Earnings	$301,969,197	1.2%	$3,623,630

Table 9-3:
Increased Tax Revenues from Differential Earnings Growth

	Income	Tax Rate	Tax Revenues
Differential Growth of Direct Earnings	$114,820,000	4.0%	$4,592,800
Differential Growth of Total Earnings	$195,892,940	4.0%	$7,835,718

< Chapter 10 >
Contract Education

Contract Education is the primary delivery system linking Community College based economic development services provided on a fee for service basis to business, industry, and government agencies.

California Education Code, Sections 78020-78023, defines contract education as "those situations in which a community college district contracts with a public or private entity of the direct and administrative costs of providing instruction or services or both by the community college". The direct and administrative costs of providing these services, which include credit, noncredit, and not-for-credit offerings, are typically recovered through fees paid by the employer or organization to the college.

Besides instructional programs, contract education also offers services designed to improve business or individual performance. These include academic assessment, training material development, performance needs analysis, job profiling, counseling, job placement, and consulting services.

Data included is self-reported. Fifty-two of the seventy-one community college districts voluntarily participated. Responses were received from seventy of one-hundred-seven community colleges in the state. Districts not participating undoubtedly impacted the totals reported. The data cover contract education programs and services provided by California Community Colleges in 1997-98.

Contract Education:

- $28,029,841 was generated through contract education
- 119,924 enrollees were trained on contract with employers/organizations
- 1,113 unduplicated employers or organizations contracted with the colleges for services

Job Training Grants:

- $9,051,260 was generated through job training grants
- 13,503 enrollees were trained through job training grant activities

Fee-Based Programs:

- $5,946,237 was generated through fee-based/professional development offerings
- 101,514 enrolled in fee-based/professional development programs

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Collectively, 61 community colleges in 46 community college districts reported providing contract education programs and services totaling $43,027,338 delivered through contract education, job training and fee-based programs. This represents a decrease of $9,484,014 or 22 percent below the reported amount from 1996-97. Many of the colleges and districts that chose not to report have traditionally had little to no activity in this area, but this year several colleges that have large programs also chose not to participate.

In 1997-98, contract education programs reported serving 119,924 employees, 13,503 in job training programs and 101,514 in fee-based professional development programs and classes. Together, this totals 234,941 individuals impacted through these programs. Contract education enrollees served increased by 41 percent over 1997-97, job training program participants increased 12 percent and fee-based enrollees decreased by 55 percent. The fee-based program data in particular seem most impacted by the lower community college participation rate this year

Contract education clients demonstrated their satisfaction with the services provided by the California Community Colleges through their repeat business - 49 percent of the organizations served were repeat business.

Of the employers served, 57 percent had 250 or fewer workers. Non-credit or not-for-credit courses made up 74 percent of the programs. Not-for-credit instruction was the largest portion at 71 percent, while credit instruction was reported at 18 percent for apportionment generating programs and 8 percent for non-apportionment generating programs. Non-credit instruction was the smallest portion at 3 percent.

Table 10-1:
Status Report on Contract Education: 1995 - 1998

	1997-98	1996-97	1995-96
Total Funding	$ 28,029,841	34,954,482	31,491,112
Enrollees	119,924	85,077	73,801
Employers Served	1,113	1,263	975
< 250 Employees	633	668	540
Job Training			
Job Training Grants	$ 9,051,260	13,736,163	16,253,594
Enrollees	13,503	11,341	17,573
Fee Based Training			
Funding	$ 5,946,237	8,191,508	4,766,646
Enrollees	101,514	157,557	140,505

Source: Contract Education Program Voluntary Survey

Figure 10-1:
"New Clients": 1995 - 1998
(Source: Contract Education Program Voluntary Survey)

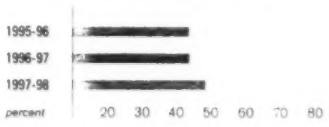

Figure 10-2:
Not for Credit Courses: 1995 - 1998
(Source: Contract Education Program Voluntary Survey)

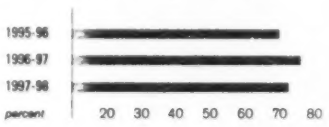

Figure 10-3:
Credit Courses: 1995 - 1998
(Source: Contract Education Program Voluntary Survey)

< Chapter 11 >
Budgetary and Statistical Information

11.1: Budget Background

The majority of the funds allocated by the Chancellor's Office during FY 1998-99 were through a competitive bid process that required the following activities:

(a) approval of an expenditure plan by the Board of Governors;
(b) the development of Requests for Applications (RFAs);
(c) an appropriate preparation time for applicants;
(d) a process for having applications read and scored by outside readers, and
(e) an internal approval process.

The following mission statement guided evaluation of submitted RFAs:

(a) The mission of the economic development program, subject to approval and amendment by the Board of Governors of the California Community Colleges, includes, but is not limited to, all of the following:
   1) To advance California's economic growth and global competitiveness through quality education and services focusing on continuous work force improvement, technology deployment, and business development.
   2) To coordinate a community college response to meet statewide work force needs that attracts, retains, and expands businesses.
   3) To develop innovative solutions, as needed, in identified strategic priority areas, including, but not limited to, advanced transportation technologies, biotechnologies, small business applications, applied competitive technologies, including computer integrated manufacturing, production, and continuous quality improvement, environmental technologies, health care delivery, international trade, and workplace literacy.
   4) To identify, acquire, and leverage resources to support local, regional, and statewide economic development.
   5) To create logistical, technical, and marketing infrastructure support for economic development activities within the California Community Colleges.
   6) To optimize access to community colleges' economic development services.
   7) To develop strategic public and private sector partnerships.

(b) The board of governors and the chancellor also may award grants to districts for leadership in accomplishing the mission and goals of the economic development program.

Project Directors of the 1998-99 grants were surveyed for the information provided in the following four tables attached to the end of this chapter.

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11.2: Table 11-1: Expenditures by Categories and Funds Leveraged by Industry Match

The information in this table reports the expenditures by categories as listed in the California Government Code, Chapter 3.6, Section 15379.653; and funds leveraged by industry match. This table demonstrates the unique focus of need for each industry cluster; some are focused on counseling business partners, some on equipment purchase, some on curriculum and professional development. The table also shows that many projects attracted resources from industry. The list of funds leveraged by industry match is impressive. The table provides totals by region and industry cluster, as well as statewide totals by industry cluster. The report indicates the amount of dollars received, the actual amount of these funds that were spent, and how the funds were spent for the following eligible activities as listed in the California Government Code, Chapter 3.6, Section 15379.653:

(a) Curriculum development, design, and modification that contribute to work force skill development common to industry clusters within a region.

(b) Development of instructional packages focusing on the technical skill specific to emerging occupations in targeted industries and growing industry clusters.

(c) Faculty mentorships, faculty and staff development, in-service training and worksite experience supporting the new curriculum and instructional modes responding to identified regional needs.

(d) Institutional support, professional development, and transformational activities focused on removing systematic barriers to the development of new

Table 11-1:
Expenditures by Categories and Funds Leveraged by Industry Match

Region	State Total	Region 1	Region 2	Region 3
Funds Received	33,050,085	616,699	6,008,850	3,969,27
Total Expenditures	29,897,274	616,699	4,976,079	3,538,816
Focus of Funded Activities				
I. Support Targeted Regional Industries Through Work Force Development				
a. develop new curriculum	3,063,946	34,925	420,592	436,246
b. develop new instructional packages	2,191,720	25,400	253,892	365,070
c. provide faculty with in-service training and work experience	1,994,461	10,000	194,357	470,170
II. Support Cost Effective Service Delivery				
d. remove barriers to development of new instructional methods	5,197,757	16,200	1,543,178	683,587
e. develop new instructional methodologies and technologies	2,334,162	18,681	343,099	249,458
III. Provide Instructional Services				
f. provide counseling and workshops for individuals seeking to start or expand a business	5,983,393	307,304	891,207	565,120
g. provide performance based training to employers through educational contract	1,763,793	53,500	91,890	51,382
h. provide credit and non-credit courses in response to industry requests	1,843,866	58,000	185,450	138,178
IV. Build CC Economic Development System Capacity				
i. create subsidized student internships	371,402		22,118	80,354
j. acquire needed equipment and facilities	5,152,774	92,689	1,030,295	499,251
Industry Match	20,143,381	564,575	1,983,830	4,764,423
From Business, Not Industry Match	4,319,694	113,500	911,667	592,311
Other Match	14,856,616	312,816	2,780,369	549,076

Note: Legal definitions of funded activities "a" through "j" are contained in the text.

methods, transition to a flexible and more responsive administration of programs, and the timely and cost-effective delivery of services.

(e) The deployment of new methodologies, modes, and technologies that enhance performance and outcomes and improve cost effectiveness of service delivery.

(f) One-on-one counseling, seminars, workshops, and conferences that contribute the achievement of the success of existing business and foster the growth of new business and jobs in emerging industry clusters.

(g) Performance-based training on a matching basis to business and industry employers that promote continuous work force improvement in identified strategic priority areas, identified industry clusters, or areas targeted by network infrastructure plans pursuant to this chapter.

(h) Credit and noncredit programs and courses that contribute to workforce skill development common to industry clusters within a region or that focus on the technical skills specific to emerging occupations in targeted industries and growing industry clusters as identified by regional needs assessment.

(i) Subsidized student internships on a cash or in-kind matching basis for program participants in occupational categories determined to be consistent with the skill clusters necessary to be successful in the identified strategic priority areas, identified industry clusters, or areas targeted by network infrastructure plans.

(j) Acquisition of equipment to support the eligible activities and the limited renovation of facilities to accommodate the delivery of eligible resources.

Region 4	Region 5	Region 6	Region 7	Region 8	Region 9	Region 10
3,147,030	3,808,129	2,638,343	6,567,022	2,741,681	1,408,025	2,145,027
3,100,106	3,176,922	2,138,292	6,222,602	2,705,778	1,321,389	2,100,592
377,021	248,618	281,455	545,771	233,735	210,405	275,178
89,620	280,349	104,253	535,930	188,339	214,426	134,440
208,667	232,736	140,183	396,801	189,656	37,722	114,170
490,538	500,255	391,348	800,009	416,669	153,309	202,663
165,218	207,003	139,338	583,627	243,161	194,166	190,412
1,005,881	668,095	63,069	1,297,019	529,390	203,907	452,401
155,714	208,650	69,164	678,267	268,523	90,535	96,168
166,354	288,191	95,079	337,019	117,242	43,700	414,653
31,214	38,548	3,094	126,734	34,977	32,610	1,753
409,880	504,476	851,309	921,423	484,087	140,609	218,754
1,724,267	1,867,001	1,473,404	3,772,360	1,867,117	1,113,886	1,032,719
88,140	232,905	372,082	540,000	900,883	71,112	497,094
1,594,536	1,881,968	2,432,744	3,033,938	740,325	511,214	1,019,626

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11.2: Table 11-2: Who Was Served

Provision 20(g) of the Budget Act of 1999 requested that, in addition to job placements, this report include the magnitude of businesses, students, and employees served. Table 2 presents this information by region as well as statewide totals. It should be noted that the numbers of businesses, employees and students served may, in some cases, be a duplicate count. For example, if an employee attended three workshops, that employee was counted for service by three times.

Projects funded with Economic Development Program (EDP) dollars are designed to work with employers to improve the skills of incumbent workers and new hires, prepare new workers, and assist workers who experience barriers to employment. However, placement of workers into jobs has not been a focus of this program. The focus of these funds has been on partnering with business and industry to design training and programs to meet the needs of businesses.

11.3: Table 11-3: Apportionment Courses Contact Hours and FTES

Table 3 presents the number of additional hours of credit and non-credit courses added and FTES generated as a result of projects funded in 1998-99. This information is presented by region as well as statewide totals. Colleges were asked to provide information on apportionment-generating credit and noncredit courses developed and offered as a result of the project.

Table 11-2:
Who was Served

	Number of Businesses Served	Actual Job Placements	Number of Employees Served	Number of Students Served
Region 1	1,393		2,367	186
Region 2	2,070	306	3,273	34
Region 3	3,706	618	1,720	506
Region 4	3,516	287	2,869	269
Region 5	3,038	132	2,285	1,854
Region 6	1,498	575	2,255	2,263
Region 7	7,923	651	13,533	2,235
Region 8	7,408	72	8,270	26,151
Region 9	1,468	19	1,051	300
Region 10	1,433	486	2,798	33,679
Statewide Total	33,453	3,146	40,421	67,477

Table 11-3:
Apportionment Courses, Contact Hours and FTES

	Credit Courses		Non-Credit Courses	
	Total Contact Hours	Total FTES	Total Contact Hours	Total FTES
Region 1	0	0.0	0	0.0
Region 2	19,890	38.0	17,349	33.0
Region 3	42,610	81.2	650	1.2
Region 4	45,360	86.4	3,454	6.6
Region 5	1,010,171	1,924.1	2,460	4.7
Region 6	66,042	125.8	313	0.6
Region 7	158,205	301.3	59,232	112.8
Region 8	6,878	13.1	36,495	69.5
Region 9	2,706	5.0	560	1.0
Region 10	98,128	186.9	6,770	12.9
Statewide Total	1,449,990	2,761.9	127,283	242.4

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11.4: Table 11-4: Contract Education Contact Hours and "FTES" Estimation

Table 4 presents the number of additional hours of contract education (Credit, Noncredit, and Not-for-Credit) by region as well as statewide totals. The colleges were asked to report courses developed as a result of the funded project and offered as contract education that either were paid for by the employer or were fee-based. The Budget Act of 1999 requested that this information be provided by both headcount and Full-Time Equivalent Student (FTES). While FTES is provided, it should be noted that this is an inappropriate measure for any contract education information, since colleges do not receive state funding for these courses. However, colleges were asked to provide information in a format that enabled the application of a formula to "estimate" FTES for a comparative analysis.

Table 11-4:
Contract Education, Contact Hours and "FTES"

	Credit		Noncredit		Not for Credit	
	Total Contact Hours	Total FTES*	Total Contact Hours	Total FTES*	Total Contact Hours	Total FTES*
Region 1	720	1.4			9,028	17.2
Region 2	6,480	12.3	2,754	5.2	10,042	19.1
Region 3	23,766	45.0			31,080	59.0
Region 4	3,744	7.1			332,263	632.9
Region 5	42,070	80.1	7,545	14.3	20,492	39.0
Region 6	624,456	1,189.4			10,200	19.4
Region 7	46,332	88.3			872,176	1,661.3
Region 8			2,880	5.5	6,923	13.2
Region 9	525	1.0			10,908	20.8
Region 10	320	0.6			15,144	28.8
Statewide Total	748,413	1,425.5	13,179	25.1	1,318,256	2,511.0

*Note: FTES enrollment for allocation of apportionment funds does not apply to the Contract Education Program. FTES estimates are provided for comparison only. See the text for a full discussion.

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11.5: Definitions

Regions: There are currently ten designated regions in the state. The following is a list of regions and the community college districts located within them:

1. Far North: Butte, Feather River, Redwoods, Shasta-Tehama-Trinity, Siskiyou Joint
2. North: Lake Tahoe, Lassen, Los Rios, Sierra Joint, Yuba
3. South San Francisco and Monterey Bay: Cabrillo, Foothill-DeAnza, Monterey Peninsula, San Jose/Evergreen, San Mateo County, West Valley-Mission
4. Northern and Interior San Francisco Bay: Chabot-Las Positas, Contra Costa, Fremont-Newark, Marin, Mendocino-Lake, Napa Valley, Peralta, San Francisco, Solano, Sonoma County
5. Central Valley and Coast: Gavilan, Hartnell, Kern, Merced, San Joaquin Delta, Sequoias, State Center, West Hills, West Kern, Yosemite
6. South Coast: Allan Hancock Joint, Antelope Valley, San Luis Obispo County, Santa Barbara, Santa Clarita, Ventura County
7. Greater Los Angeles: Cerritos, Citrus, Compton, El Camino, Glendale, Long Beach, Los Angeles, Mt. San Antonio, Pasadena, Rio Hondo, Santa Monica
8. Orange: Coast, North Orange County, Rancho Santiago, South Orange County
9. Desert: Barstow, Chaffey, Desert, Mt. San Jacinto, Palo Verde, Riverside, San Bernardino
10. San Diego/Imperial: Grossmont-Cuyamaca, Imperial, Palomar, San Diego, Southwestern

Industry Clusters: For this report, industry clusters were determined primarily based on the strategic priority areas defined in legislation authorizing the Economic Development Program. The only deviation from this was Information Technology, which is being proposed in 2000-2001 as a new strategic priority area. The industry clusters used in this report are:

1. Advanced Transportation
2. Biotechnology
3. Environmental Technology
4. Health
5. Information Technology
6. International Trade Development
7. Manufacturing
8. Multimedia/Entertainment
9. Small Business Development
10. Workplace Learning
11. Business and Workforce Performance Improvement

In addition, for 1998-99 administrative (statewide leadership projects) expenditures and activities are reported separately.

Employee: An employee is defined as a participant in not-for-credit instruction conducted at the request of an employer, or in not-for-credit fee-based courses.

Student: A student is defined as a participant enrolled in credit or noncredit courses.

Contact Hours: Total contact hours were determined by (a) multiplying the number of students enrolled in a course times the number of hours per week the course meets, times the number of weeks the course is given and (b) multiplying the resulting number times the number of sections offered.

FTES: Full-Time Equivalent Student. FTES was computed by formula, which resulted in dividing the total contact hours by 525.

11.6: Grant Numbers and Corresponding Titles Used on Detail Reports

98-020 Locally-Based Statewide Coordination Network
98-135 Workplace Learning Resource Centers (WpLRC)
98-143 Small Business Development Centers (SBDC)
98-144 Centers for Applied Competitive Technologies (CACT) (Manufacturing)
98-145 Centers for International Trade Development (CITD)
98-146 Strategic Priority Leadership, Coordination, and Technical Assistance (SPLCTA) (Initiative Directors)
98-147 Business and Workforce Performance Improvement - Professional and Organizational Development (BWPI/POD)
98-148 Regional Environmental Business Resource and Assistance Centers (REBRAC) (Environmental Technologies)
98-159 Regional Consortia
98-192 Centers for Applied Biological Technologies (CABT)
98-198 Advanced Transportation Technologies (ATT)
98-204 New Media/Multimedia/Entertainment Centers (NMMEC)
98-225 Business and Workforce Performance Improvement - Centers of Excellence (BWPI/COE)
98-226 Regional Health Occupations Resource Centers (RHORC)
98-228 Industry Driven Regional Collaboratives (IDRC)
98-231 Business and Workforce Performance Improvement - Professional and Organizational Development (BWPI/POD)
98-232 Business and Workforce Performance Improvement - Professional and Organizational Development (BWPI/POD)

11.7: Full Budget Analysis

A detailed budget analysis for FY 1998-99, with data both by region and industry cluster, is available on request from the Chancellor's Office, California Community Colleges.

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This report was prepared with the assistance of Thomas/Lane & Associates, economic and public policy consultant.

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